



EARLY INTERVENTION PROGRAM

SPECIAL CONDITIONS REPORT COMMUNITY AND ECONOMIC DEVELOPMENT AND BLIGHT STRATEGY

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Prepared by:
Grass Root Solutions and



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ELECTED OFFICIALS

Thomas Lloyd	Mayor
Joshua Klicker	Council President
Patrick Narcisi	Council Vice President
John Crawford	Council Member
Victoria Donnelly	Council Member
J. P. McFeely	Council Member
Shawn McWilliams	Council Member
Ruth Lloyd	Council Member
Lee Nelson	Council Member
William Pascale	Council Member
Edward Klicker	Tax Collector

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COMMUNITY AND ECONOMIC DEVELOPMENT OBJECTIVES

INTRODUCTION

The Borough of Avalon contracted with Grass Root Solutions in August of 2017 to prepare a community and economic development and blight strategy study through the Commonwealth of PA Early Intervention Program. This study will focus on strategies and action items for achieving the elimination of blight in the borough and the encouragement and support of community and economic development.

Economic development is defined as the "sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area."¹ Such decisions and actions by policy leaders may involve the development of personnel, critical infrastructure, regional competitiveness, public safety, and development land use guidelines. Above all, economic development should result in an improved quality of life for the citizens in the target area.

Economic development occurs most often in communities where certain factors are present. These include:

1. Location and transportation access.
2. Public services including roads, water, and sewer connections.
3. Market conditions that identify specific opportunities.
4. Land use regulations that facilitate and support sound development practices.

ABOVE ALL, ECONOMIC DEVELOPMENT SHOULD RESULT IN AN IMPROVED QUALITY OF LIFE FOR THE CITIZENS IN THE TARGET AREA.

As part of this economic development study, each of these factors was examined in order to develop specific recommendations for more effective economic development and redevelopment strategies. Extensive data, key findings, recommendations, and action strategies are provided in the following sections of this report for consideration by Council and management



MAP 1 – BOROUGH OF AVALON AND SURROUNDING AREA

¹ Wikipedia, https://en.wikipedia.org/wiki/Economic_development

LOCATION

In real estate development, location is everything and Avalon has an excellent location. The Borough of Avalon has a total land area of .69 square miles located only 6.7 miles and 15 minutes northwest of the City of Pittsburgh, a major employment center. The Borough is bounded by the Ohio River but has no direct access to the river. Located along Route 65 (Ohio River Boulevard) and within minutes of interstates 79 and 279, the Borough is easily accessible by public transit and automobile travel to employment centers in Pittsburgh, Moon Township, Ross Township, and Cranberry Township. In fact, most residents report about a 20 to 25-minute commute to employment locations.

Table 1 provides information about travel time to work for Avalon residents:

TABLE 1 – AVALON RESIDENTS TRAVEL TIME TO WORK

TRAVEL TIME TO WORK	
Less than 10 minutes	6.3%
10 to 14 minutes	13.4%
15 to 19 minutes	11.0%
20 to 24 minutes	22.6%
25 to 29 minutes	10.0%
30 to 34 minutes	11.4%
35 to 44 minutes	10.5%
45 to 59 minutes	11.5%
60 minutes or more	3.4%

SOURCE: US CENSUS BUREAU, AMERICAN FACTFINDER, 2012-2016 ACS

The Borough also has convenient public transportation through the Allegheny County Port Authority bus system into the City of Pittsburgh. **Table 2** provides information about the means of transportation that Avalon residents use to travel to work.



TABLE 2 – AVALON RESIDENTS MEANS OF TRAVEL TO WORK

MEANS OF TRAVEL TO WORK	
Car, Truck, or Van	81.7%
Public Transportation	11.1%
Walked	4.0%
Bicycled	0.2%
Taxicab, Motorcycle, or Other	0.3%
Worked at Home	2.6%

SOURCE: US CENSUS BUREAU, AMERICAN FACTFINDER, 2012-2016 ACS

Active rail service and river barges to industrial establishments located along the Ohio River provide opportunities for manufacturing and industrial establishments along the river.

The Borough is also only about 22 miles or 30 minutes from the Pittsburgh International Airport.

PUBLIC SERVICES

MANAGEMENT

The Borough provides a wide array of public services. The Borough Municipal Building serves as the primary source for economic development information and application for permits and licenses. The Borough Manager, Assistant Manager, and staff are the contacts for development and construction activities. They are professionally trained to manage these processes and to respond to resident, customer, and development inquiries. Hours of operation for the Borough Offices are from 8:00 a.m. to 4:30 p.m. Monday through Friday. The Borough has a robust website that includes financial information, permit applications, and a fee schedule for services.

The management staff work with the Borough Council's Development Committee to evaluate ideas and projects related to development and redevelopment opportunities for the Borough. The Borough controls some parcels of land that have been cleared for development through sheriff sales and demolitions. There are more parcels that could be cleared for development but there is no comprehensive redevelopment plan in place.

PUBLIC SAFETY

The Borough operates its own police department with 6 full time and 6 part-time officers. The Avalon Police Department is a very busy department and the department statistics support this observation with about 1,740 calls for service per year. Of nine

comparable communities in western Pennsylvania, Avalon had about the same violent crime as the comparable communities. Safety and low crime are important factors for supporting economic development in a community. A well-equipped and well-trained police department using community policing tactics is essential to the long term economic health and sustainability of the Borough.

The Avalon Volunteer Fire Department (AVFD) is an all-volunteer fire company with 19 active members that provide fire suppression, hazardous materials response, and rescue services to the Avalon area. AVFD provides fire protection from its location on New Brighton Road to approximately .69 square miles of land area that includes over 1,800 residential, commercial, and light industrial parcels and 4,600 residents. Equipment includes: 2008 Pierce Pumper and 2010 Ferrar 100 foot MI Ladder Truck. The fire service has an excellent reputation and response time.

PROPERTY MAINTENANCE CODE ENFORCEMENT

The Borough uses a part-time contracted enforcement officer through Building Inspection Underwriters (BIU) to conduct rental property inspections using the 2012 International Property Maintenance Code (IPMC). The response to complaints is typically reactive and few cases have made it to the magistrate for further enforcement. There is almost no proactive code enforcement undertaken in the Borough. Notices are documented manually and are tracked in paper files. There is no monthly report of activity prepared and submitted to the Borough Council.

The Public Works Director is the appointed zoning officer. He is inexperienced in this role and will need significant training to learn the responsibilities and requirements of the Municipalities Planning Code (MPC). The Zoning Officer is responsible for the enforcement of the joint zoning ordinance and the county's subdivision and land development ordinance (SALDO). The Assistant Manager provides some support and technical assistance for this activity. There is almost no pro-active enforcement of the zoning ordinance. Unless a resident requests an application for a sign, fence, addition, or change of use, there is no dedication of time and resources to zoning activities.

BUILDING INSPECTION

The Borough uses a part-time contracted enforcement officer through Building Inspection Underwriters (BIU) to enforce the Uniform Construction Code (UCC). The Borough has opted into the PA Uniform Construction Code (UCC) and the building inspection is overseen under a contract with BIU. The BIU officer performs all commercial inspection services, plan reviews, and any other blueprint or architectural review services. Since there is not much new construction in the Borough, the contracted services are a good option for these matters. However, the BIU inspector does not have a background or training in enforcing the MPC, joint zoning ordinance, or SALDO. As a result, there have been problems in the past with these inspections and permits not being in compliance with zoning prior to building permits being issued.

PARKS

The Borough parks are maintained by the public works department employees who are responsible for the upkeep of the community park and public swimming pool. The Community Park provides pavilions, ballfields, courts, and play equipment. The equipment



and facilities are outdated and need significant upgrades to meet the expectation of members of the public. A master plan for park improvements is provided in a separate report for the Borough.

ROADS

The highway system that leads to and is directly adjacent to Avalon (including Route 65 and Interstate 79) is very good and the roadway system within the Borough is fully developed. The Borough crews maintain 11.45 miles of paved, brick, and concrete constructed roadways. Ohio River Boulevard and California Avenue are the two main streets for business and commercial activity with Ohio River Boulevard designated as a highway commercial corridor and California Avenue designated as a neighborhood commercial district. The Borough does not have a separate fund or a pavement

management plan for addressing road improvements in the future.

STORM AND SANITARY UTILITIES

Sanitary sewer treatment is operated and maintained by ALCOSAN while the Borough owns and maintains the sanitary sewer conveyance system. ALCOSAN and the Borough remain bound by the consent order agreement (COA) to correct infiltration of storm water into the sewer system. The COA has forced ALCOSAN and the Borough to continually increase the sanitary sewer fees to support the required activities under the COA. The Borough assesses an additional fee to the ALCOSAN fees to provide for funding for repairs, operation, and maintenance of the conveyance system. The long-term control plan could be a limiting factor for new development.

Storm water is regulated by the PA-Department of Environmental Protection under the MS4 regulations and the Borough has a number of activities and projects that must be undertaken as a part of these regulations which are in addition to those required under the COA. Currently, the Borough has no separate revenue source for supporting these projects.

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

The Borough applies for Community Development Block Grant Funds (CDBG) through the Quaker Valley COG as part of the Allegheny County CDBG allocation from the federal government. The Borough's CDBG program funds have primarily been used for demolitions and recreational programs. These are competitive funds that are awarded by the county based on the merit and need of the communities for the projects identified. The CDBG program funds have been decreasing over the past decade.



NORTHGATE SCHOOL DISTRICT

The Northgate School District provides k-12 education for the boroughs of Avalon and Bellevue, serving a total population of approximately 13,000 with about 1,200 students in the K-12 program. One of the smaller school districts in western Pennsylvania, the mission of the Northgate School District is “to provide each student with the opportunity to acquire knowledge and skills to the maximum of his or her potential through a challenging comprehensive program administered in a safe, caring environment so that each person will succeed and contribute as an ethical, responsible citizen in a rapidly changing society.”



The School District is not a highly rated school district, ranking 420 out of 676 school districts in Pennsylvania based on the 2016-2017 performance scores. It ranked lower than North Allegheny, Quaker Valley, and Avonworth which are the school districts in closest proximity to the Borough. In fact, all three of the adjacent school

districts rank among the top school districts in western Pennsylvania. The ranking for Northgate has actually worsened in the past few years – moving from 408 in 2014 to 420 in 2017 indicating a downward trend in educational proficiency.

This is a challenge for attracting new residents with school age children to the Borough.

THE AVALON LIBRARY

The Avalon Borough Library was founded in 1940 and has provided full services to residents since that time. The Avalon Public Library was founded with the aim of serving everyone equally through its lending services and access to information, and that mission is still true today. In 2001 the borough and library board hired a full-time



professional librarian and a part-time professional library assistant.



The library was dedicated in its present location at 317 South Home Avenue on June 1, 2002. The library’s current collections and community programs serve Avalon and the surrounding communities. The library is a member in both the eiNetwork—which provides computer networking services to all public library patrons in Allegheny County—and the Allegheny County Library Association—a federation of libraries (including the Carnegie Library system in Pittsburgh) who share their collections and expertise throughout Allegheny County. In the future, the library hopes to expand its holdings, to acquire more multimedia items, to increase the cultural diversity of its collections to reflect the changes in our community, and to offer programs and assistance to readers and learners of all ages.

MARKET CONDITIONS ANALYSIS

The GRS team conducted a market analysis to determine the highest and best commercial market potential for Avalon Borough. A market analysis is a series of tools used to analyze current building uses, business mix, market area size and economic, and consumer data. It provides the foundation necessary to identify potential opportunities in different business and real estate sectors for the Borough.

The Primary Market Area (PMA) has been defined within the borders of Avalon Borough in addition to 5-, 10-, and 15-minute drive times from the geographic center point of the Borough. Drive times are an industry standard for a market analysis. These drive times will be used throughout the market analysis to quantify population and competitive products for both the commercial and residential sectors.

TOP INDUSTRY SECTORS

The top industries for the Borough’s targeted market areas were identified to examine the business mix of the commercial base and provide a useful snapshot of the types and number of establishments that are located within the PMA. Typically, businesses are categorized using a grouping system known as the

North American Industry Classification System (NAICS). The NAICS divides businesses into defined categories based on the types of products the businesses sell or services they provide.

All NAICS code descriptions can be found on the NAICS Website at www.naics.com.

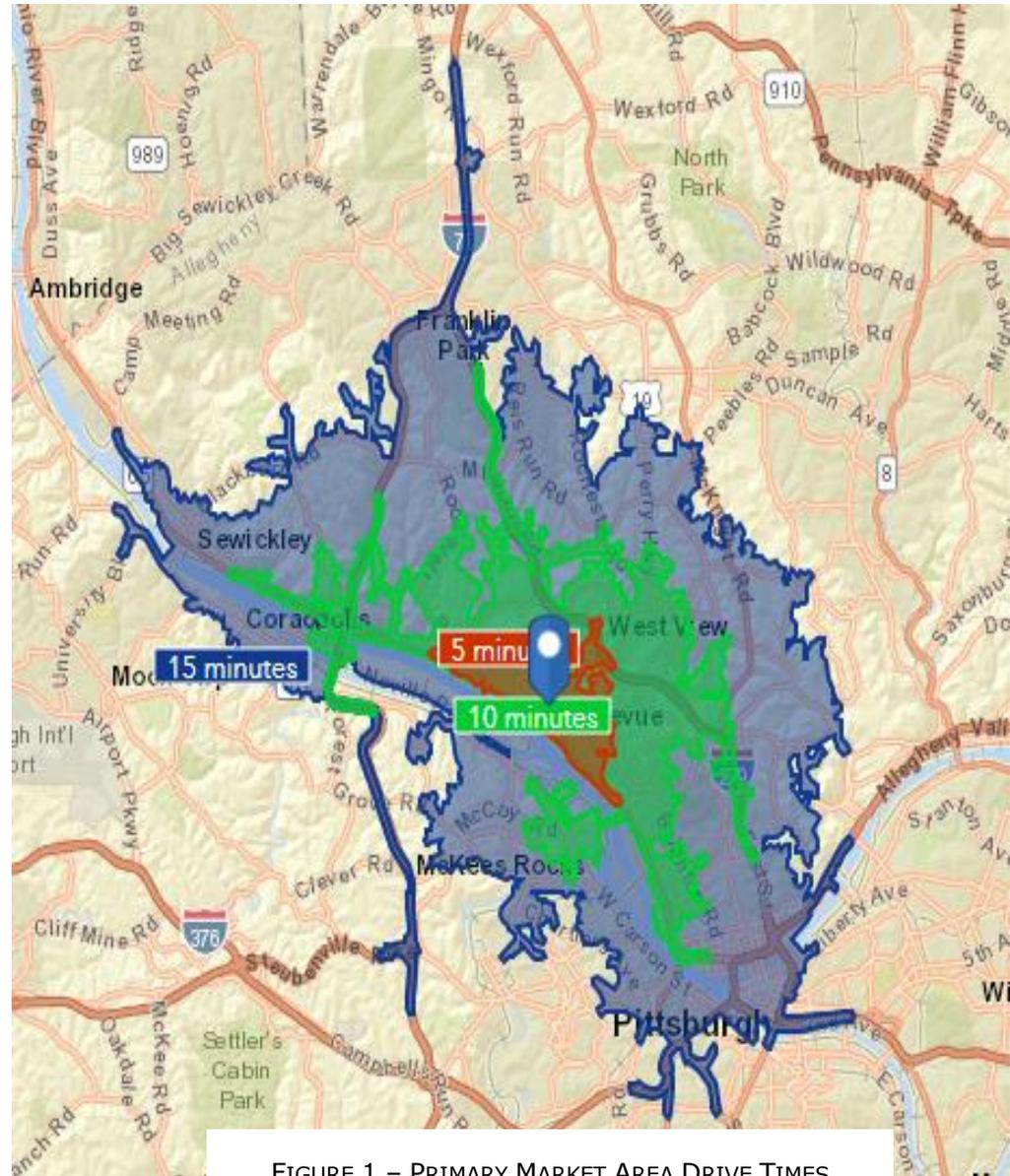


FIGURE 1 – PRIMARY MARKET AREA DRIVE TIMES

The industry sector data was derived from the Environmental Systems Research Institute (ESRI), which classifies all businesses and industry sectors using the NAICS. This data is compiled and updated annually by ESRI. Using this data source, the industry sectors are listed separately for each respective PMA. It is important to note that when classifying businesses using the NAICS classification system, each business is placed into only one category. The category used is based on the primary goods or services provided by the business.



This market analysis will include: 1) the Borough's neighborhood commercial district, which is located along California Avenue between N. Ohio Avenue and Elizabeth Avenue; and 2) Ohio River Boulevard (State Route 65), which is the Borough's commercial highway corridor and serves as a major commuter route between the City of Pittsburgh and many of the river town communities to the West.

The largest industry sector in the Borough is *Other Services (except Public Administration)* that consists of 15.0% of the total establishments within the Borough. According to NAICS, the *Other Services (except Public Administration)* category "comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing dry cleaning and laundry services,

personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services." (www.bls.gov) The second largest sector in the Borough is *Real Estate, Rental, and Leasing*, which has 15 businesses in the sector, or 12.5% of the total establishments within the Borough. *Real Estate, Rental, and Leasing* includes those establishments that are, "primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services." (www.bls.gov) Many establishments in this sector rent, lease, or permit the use of their own assets by others.

The *Other Services (except Public Administration)* sector is also the largest industry sector in the 5- and 10-minute drive times and the second largest industry sector in the 15-minute drive times. *Real Estate, Rental, and Leasing*, while the second largest sector in Avalon, is not in the top three sectors among the 5-, 10-, 15- minute drive times. *Retail Trade*, which is the Borough's fourth largest sector, is actually the second largest sector in the 5- and 10-minute drive times and third largest in the 15-minute drive time.

Highlighted sectors are the largest and most important segments for the Borough's PMAs.



TABLE 3 – AVALON BOROUGH INDUSTRY SECTOR CODES 2017

INDUSTRY SECTOR	# OF BUSINESS ESTABLISHMENTS	% OF TOTAL ESTABLISHMENTS
AGRICULTURE, FORESTRY, FISHING & HUNTING	0	0.0%
UTILITIES	0	0.0%
CONSTRUCTION	9	7.5%
MANUFACTURING	4	3.3%
WHOLESALE TRADE	3	2.5%
RETAIL TRADE	13	10.8%
TRANSPORTATION & WAREHOUSING	0	0.0%
INFORMATION	2	1.7%
FINANCE & INSURANCE	11	9.2%
REAL ESTATE, RENTAL & LEASING	15	12.5%
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES	6	5.0%
MGMT. OF COMPANIES & ENTERPRISES	0	0.0%
ADMIN. & SUPPORT & WASTE MGMT. & REMEDIATION	1	0.8%
EDUCATIONAL SERVICES	2	1.7%
HEALTHCARE & SOCIAL ASSISTANCE	7	5.8%
ARTS, ENTERTAINMENT, & RECREATION	2	1.7%
ACCOMMODATION & FOOD SERVICES	14	11.7%
OTHER SERVICES (EXCEPT PUBLIC ADMIN.)	18	15.0%
PUBLIC ADMINISTRATION	8	6.7%
UNCLASSIFIED ESTABLISHMENTS	5	4.2%
TOTAL	120	100.0%

SOURCE: ESRI INDUSTRY SECTORS CODES, BUSINESS ANALYST 2017

TABLE 4 –5 MINUTE DRIVE TIME INDUSTRY SECTOR CODES 2017

INDUSTRY SECTOR	# OF BUSINESS ESTABLISHMENTS	% OF TOTAL ESTABLISHMENTS
AGRICULTURE, FORESTRY, FISHING & HUNTING	0	0.0%
UTILITIES	1	0.2%
CONSTRUCTION	52	9.2%
MANUFACTURING	17	3.0%
WHOLESALE TRADE	14	2.5%
RETAIL TRADE	68	12.0%
TRANSPORTATION & WAREHOUSING	9	1.6%
INFORMATION	12	2.1%
FINANCE & INSURANCE	39	6.9%
REAL ESTATE, RENTAL & LEASING	40	7.0%
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES	40	7.0%
MGMT. OF COMPANIES & ENTERPRISES	0	0.0%
ADMIN. & SUPPORT & WASTE MGMT. & REMEDIATION	26	4.6%
EDUCATIONAL SERVICES	13	2.3%
HEALTHCARE & SOCIAL ASSISTANCE	61	10.7%
ARTS, ENTERTAINMENT, & RECREATION	11	1.9%
ACCOMMODATION & FOOD SERVICES	38	6.7%
OTHER SERVICES (EXCEPT PUBLIC ADMIN.)	87	15.3%
PUBLIC ADMINISTRATION	24	4.2%
UNCLASSIFIED ESTABLISHMENTS	17	3.0%
TOTAL	568	100.0%

SOURCE: ESRI INDUSTRY SECTORS CODES, BUSINESS ANALYST 2017

TABLE 5 – 10 MINUTE DRIVE TIME INDUSTRY SECTORS 2017

INDUSTRY SECTOR	# OF BUSINESS ESTABLISHMENTS	% OF TOTAL ESTABLISHMENTS
AGRICULTURE, FORESTRY, FISHING & HUNTING	1	0.1%
MINING	2	0.1%
UTILITIES	2	0.1%
CONSTRUCTION	166	10.0%
MANUFACTURING	63	3.8%
WHOLESALE TRADE	70	4.2%
RETAIL TRADE	207	12.5%
TRANSPORTATION & WAREHOUSING	40	2.4%
INFORMATION	32	1.9%
FINANCE & INSURANCE	118	7.1%
REAL ESTATE, RENTAL & LEASING	83	5.0%
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES	125	7.5%
MGMT. OF COMPANIES & ENTERPRISES	0	0.0%
ADMIN. & SUPPORT & WASTE MGMT. & REMEDIATION	73	4.4%
EDUCATIONAL SERVICES	47	2.8%
HEALTHCARE & SOCIAL ASSISTANCE	133	8.0%
ARTS, ENTERTAINMENT, & RECREATION	28	1.7%
ACCOMMODATION & FOOD SERVICES	106	6.4%
OTHER SERVICES (EXCEPT PUBLIC ADMIN.)	250	15.1%
PUBLIC ADMINISTRATION	55	3.3%
UNCLASSIFIED ESTABLISHMENTS	55	3.3%
TOTAL	1,656	100.0%

SOURCE: ESRI INDUSTRY SECTORS CODES, BUSINESS ANALYST 2017

TABLE 6 – 15 MINUTE DRIVE TIME INDUSTRY SECTORS 2017

INDUSTRY SECTOR	# OF BUSINESS ESTABLISHMENTS	% OF TOTAL ESTABLISHMENTS
AGRICULTURE, FORESTRY, FISHING & HUNTING	7	0.1%
MINING	9	0.1%
UTILITIES	20	0.2%
CONSTRUCTION	617	6.4%
MANUFACTURING	298	3.1%
WHOLESALE TRADE	313	3.2%
RETAIL TRADE	1,066	11.0%
TRANSPORTATION & WAREHOUSING	155	1.6%
INFORMATION	216	2.2%
FINANCE & INSURANCE	877	9.0%
REAL ESTATE, RENTAL & LEASING	460	4.7%
PROFESSIONAL, SCIENTIFIC, & TECHNICAL SERVICES	1,428	14.7%
MGMT. OF COMPANIES & ENTERPRISES	23	0.2%
ADMIN. & SUPPORT & WASTE MGMT. & REMEDIATION	409	4.2%
EDUCATIONAL SERVICES	203	2.1%
HEALTHCARE & SOCIAL ASSISTANCE	756	7.8%
ARTS, ENTERTAINMENT, & RECREATION	160	1.6%
ACCOMMODATION & FOOD SERVICES	665	6.8%
OTHER SERVICES (EXCEPT PUBLIC ADMIN.)	1,102	11.3%
PUBLIC ADMINISTRATION	530	5.5%
UNCLASSIFIED ESTABLISHMENTS	398	4.1%
TOTAL	9,713	100.0%

SOURCE: ESRI INDUSTRY SECTORS CODES, BUSINESS ANALYST 2017

RETAIL MARKET ANALYSIS SPENDING POTENTIAL INDEX (SPI)

Understanding the spending patterns and the spending potential of the targeted customer base and market is important when planning an effective redevelopment strategy. It is important to determine how much retail spending can be captured in the market areas that surround Avalon Borough. **Table 7** provides an analysis of the Spending Potential Index (SPI) that reports the amount that consumers spend in specific retail markets in the Borough as well as the 5-, 10-, and 15-minute drive time markets relative to a national average of 100. For instance, if the SPI for the *Travel* sector in the local area is 50, the SPI indicates that local households spend 50% less on travel expenditures than the average U.S. household (of 100). It should be noted that the consumer spending does not equate to the amount of revenue local businesses take in because consumers have the option of shopping any number of retail locations.

Table 7 shows that for the Avalon PMA, **there are no industry sectors where consumers in the Avalon market areas are spending more than the national average.** In fact, SPI numbers for all categories are lower in every sector which means residents in Avalon Borough are spending less than the consumers in the outlying market areas. The sector with the highest SPI in Avalon Borough consisted of both *Shelter* (i.e. rents, leases, mortgages) and *Food at Home* with SPI's of both 63. The lowest sector was *Travel* with an SPI of 57. The *Food at Home* sector is also the highest SPI in all the drive times.



Several factors could be attributed to a lower than expected SPI number. These include a lower household income per-capita which limits the household spending for consumer goods. However, one should note that while the Borough's SPIs are lower than the surrounding area, *none* of the drive times are at or above the national average.

A reason for this is probably a correlation between age and consumer expenditures. An article from the U.S. Department of Labor – Bureau of Labor Statistics suggests that those in younger age brackets (under 25 years of age) and those 55 years of age and older tend to have lower expenditures than the national average. In Avalon these age groups make up 59% of the population. The one area that was noted that did increase with age was both *Food at Home* and *Health Care*. Although the *Health Care* sector is below average in Avalon, *Food at Home* was one of the highest sectors.

Table 7 provides a comprehensive look at the spending patterns of the Avalon market at various drive times.

TABLE 7 – ESTIMATED MARKET SPENDING POTENTIAL (RESIDENTIAL CONSUMER SPENDING)

SECTOR	AVALON BOROUGH		5-MINUTE DRIVE TIME*		10-MINUTE DRIVE TIME*		15-MINUTE DRIVE TIME*	
	SPI	HOUSEHOLD SPENDING	SPI	HOUSEHOLD SPENDING	SPI	HOUSEHOLD SPENDING	SPI	HOUSEHOLD SPENDING
APPAREL & SERVICES	60	\$2,847,252	82	\$11,813,194	83	\$36,880,007	86	\$112,188,138
EDUCATION	61	\$2,041,016	84	\$8,522,035	84	\$26,292,929	88	\$80,571,646
ENTERTAINMENT/REC.	59	\$4,066,945	80	\$16,729,502	83	\$53,422,348	86	\$162,329,549
FOOD AT HOME	63	\$7,329,070	84	\$29,981,017	85	\$94,071,203	88	\$286,149,469
FOOD AWAY FROM HOME	61	\$4,417,056	82	\$18,234,882	83	\$56,956,353	86	\$173,020,500
HEALTH CARE	60	\$7,522,687	80	\$30,284,898	84	\$98,451,347	87	\$299,063,803
HH FURNISHINGS & EQUIP.	60	\$2,468,349	80	\$10,148,654	83	\$32,377,648	85	\$98,197,888
PERSONAL CARE PRODUCTS & SERVICES	61	\$1,048,353	82	\$4,290,249	83	\$13,406,976	85	\$40,688,860
SHELTER	63	\$22,938,810	84	\$94,403,311	84	\$290,701,797	87	\$882,804,361
SUPPORT PAYMENTS/CASH CONTRIBUTIONS/GIFTS IN KIND	61	\$3,320,615	80	\$13,284,764	84	\$43,063,329	87	\$130,836,285
TRAVEL	57	\$2,478,618	77	\$10,230,639	80	\$33,021,761	83	\$100,231,546
VEHICLE MAINTENANCE & REPAIRS	60	\$1,457,999	80	\$5,981,137	83	\$19,144,396	86	\$58,125,357

SOURCE: ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) BUSINESS ANALYST2

*SPI= SPENDING POTENTIAL INDEX

**5-, 10- AND 15- MINUTE DRIVE TIMES ARE BASED ON DONUTS AND ARE NOT CUMULATIVE SMALLER DRIVE TIMES

RETAIL AND DINING GAP ANALYSIS

Another method to help determine potential retail opportunities for the Avalon market area is performing a retail surplus/leakage analysis or what is frequently referred to as a “gap analysis” or a “supply and demand analysis.” The retail gap analysis is an effective tool for identifying retail and service needs in a community by examining the quantitative aspect of the community’s retail opportunities. It is a guide to understanding retail opportunities but does not reveal absolute or unconditional opportunities. The surplus/leakage index is generated by dividing the community’s actual sales by the community’s sales potential for a specific industry sector that is classified using the NAICS classification system. Among the industry sectors, 27 sub-industry groups make up a larger group called the *Retail Trade* sector and four other sub-industry groups make up the larger *Food and Drink* sector.

Performing the retail surplus/leakage analysis can aid Avalon Borough in the following ways. It can:

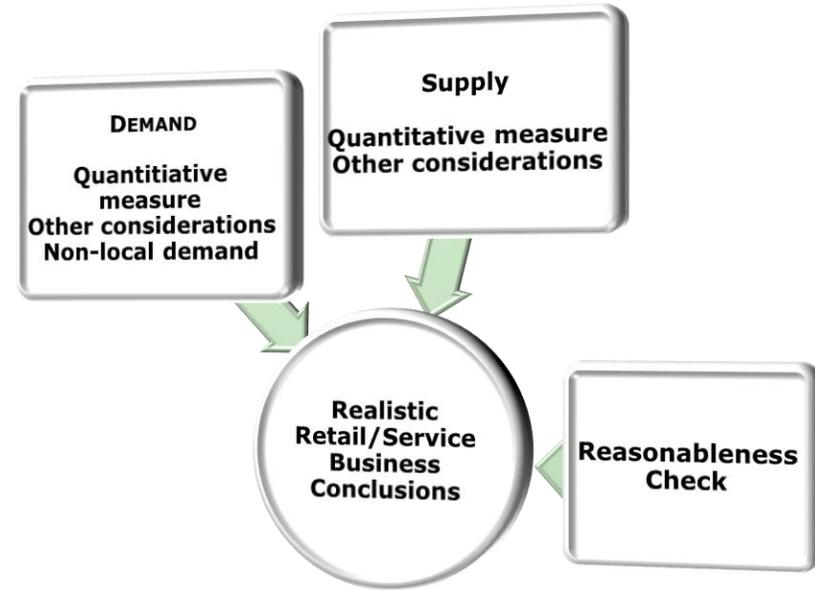
- Indicate how well the retail needs of residents in each market area are being met
- Uncover unmet demand and possible opportunities
- Identify the strengths and weaknesses of the local retail sector
- Measure the difference between actual and potential retail sales

A **retail leakage** (an index more than 1.0) means that residents are spending more for products than what the local businesses are providing. Retail leakages suggest that there is an unmet demand for a particular good or service in that particular industry sector. A leakage also suggests that the community may support additional square feet of store space for that type of business or industry sector. Identifying significant leakages can be an excellent tool to use in presenting a case for retailers to come to the community.

A **retail surplus** (an index less than 1.0) means that the community’s businesses in a particular industry sector are capturing the local market spending as well as attracting non-local shoppers and consumers.

The surplus/leakage factor presents a snapshot of retail opportunity for Avalon Borough. While the analysis serves as a guide to opportunity, or the lack thereof, there will be instances when leakages do not translate into opportunity and when surpluses do not mean that a community cannot support additional businesses in that sector. It is never expected for the Borough or any geographic

FIGURE 2 REALISTIC BUSINESS CONCLUSIONS



sector capture of all of its sales potential within the market areas, but it should help pose the question on what portion of the leaked sales could be captured within the market areas and if that capture rate is enough to attract additional new retailers.

AVALON BOROUGH MARKET AREA

There are an estimated 2,348 households in Avalon Borough and the median household income over the past 12 months is \$37,221. Avalon Borough has a total of only 13 *Retail Trade* businesses and 12 *Food & Drink* businesses. The total retail potential is \$58,810,691 (demand) and the total retail sales are \$30,895,438 (supply), resulting in a total leakage factor of 31.1 meaning that Avalon residents are spending more than what the local businesses are capturing. But residents are not spending their retail dollars in the Avalon market area – they are spending outside of the primary market area. There is \$20 million in retail trade that could be captured. The dining segment is already attracting over \$5 million of consumer dollars from outside the primary market area.



TABLE 8 – RETAIL AND DINING SUPPLY AND DEMAND

INDUSTRY SUMMARY	RETAIL POTENTIAL (DEMAND)	RETAIL SALES (SUPPLY)	RETAIL GAP	LEAKAGE (+) / SURPLUS (-) FACTOR	# OF BUSINESSES
TOTAL RETAIL TRADE	\$53,448,223	\$20,252,275	\$33,195,948	45.0	13
TOTAL FOOD & DRINK	\$5,362,468	\$10,643,163	(\$5,280,695)	-33.0	12
TOTAL RETAIL TRADE AND FOOD & DRINK	\$58,810,691	\$30,895,438	\$27,915,253	31.1	25
SOURCE: ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) BUSINESS ANALYST					

In reviewing the 27 NAICS industry sectors for the Borough, the overall *Retail Trade & Food & Drink* market sectors have some large leakages. This means that residents in the Borough are spending more in the respective industry sector than what the Avalon market is capturing. This could mean there is an unmet need in the Borough and that there is the potential to attract businesses

in those specific sectors that have large leakages. Many sectors have leakages of 100, which means there are *no* businesses within the Borough where residents are spending money in that particular sector. These include: *Furniture Stores; Specialty Food Stores; Shoe Stores; Jewelry, Luggage, and Leather Goods Stores; Department Stores; Office Supplies, Stationery, and Gift Stores; Electronic Shopping; Vending Machine Operators; and Direct Selling Establishments.* Some leakages may not translate into opportunities because businesses immediately outside the market are already attracting those consumers. For example, the Borough has high leakages in *Lawn & Garden Equipment & Supplies; Grocery Stores; Specialty Food Stores; and Beer, Wine, & Liquor Stores* sectors. However, the Borough probably cannot attract businesses in these sectors because they are already present just outside the Borough. For example, Home Depot, Giant Eagle grocery, and Pennsylvania Fine Wine & Spirits are all located at the Camp Horne Road exit off I-279 in nearby Ohio Township.

Given that there are 22 sectors that have leakages, there is unlimited opportunity for the Borough to attract businesses within those respective sectors. The infrastructure-ready business district along California Avenue would be an ideal location for smaller retailers that would benefit from a pedestrian-friendly neighborhood backed by a dense housing population.

There are five industry sectors where the Borough is experiencing a surplus in spending. These include *Auto Parts, Accessories, & Tire Stores; Electronics & Appliances Stores; Gasoline Stations; Used Merchandise Stores; and Restaurants/Other Eating Places.* These are sectors where the Borough appears to be attracting outside consumers to specific establishments.

For example, the Borough has a surplus of -51.9 for *Auto Parts, Accessories, & Tire Stores.* This is a result of such retailers already located in the Borough including *Advance Auto Parts* and *AutoZone* both on Route 65. The Borough also has a surplus of -40.5 for *Gasoline Stations* which include the *BP Station* along Route 65 and the *QuickServ* Marathon along Union Avenue. *Restaurants/Other Eating Places* has a surplus of -36.0. Restaurants in this segment along California Avenue include: *Pronto Pizza, Nicola Pizzeria, and Mia Madre Trattoria.* Route 65 also has restaurants that include *Eat n' Park, Wendy's, and Burger King.* The *Used Merchandise Stores* segment has the largest surplus of -92.3. This is a result of the *Almost New Appliances* store along California Avenue, and the *Red, White, & Blue Thrift Store* located along Route 65. Many people from outside of the Borough are coming into the Borough to spend consumer dollars at these specific businesses for these specific purposes. **Figure 3 and Table 9** provide a complete overview of surpluses and leakages in the Avalon Borough Market Area. Surplus Leakage Factor charts for 5 minute, 10 minute, and 15 minute drive times are shown in **Appendix A.** Numbers shown in red in **Table 9** depict surpluses of consumer spending where the businesses are drawing consumers from outside the primary market area.

FIGURE 2 – MARKET FACTORS



FIGURE 3 - AVALON BOROUGH SURPLUS/LEAKAGE FACTOR

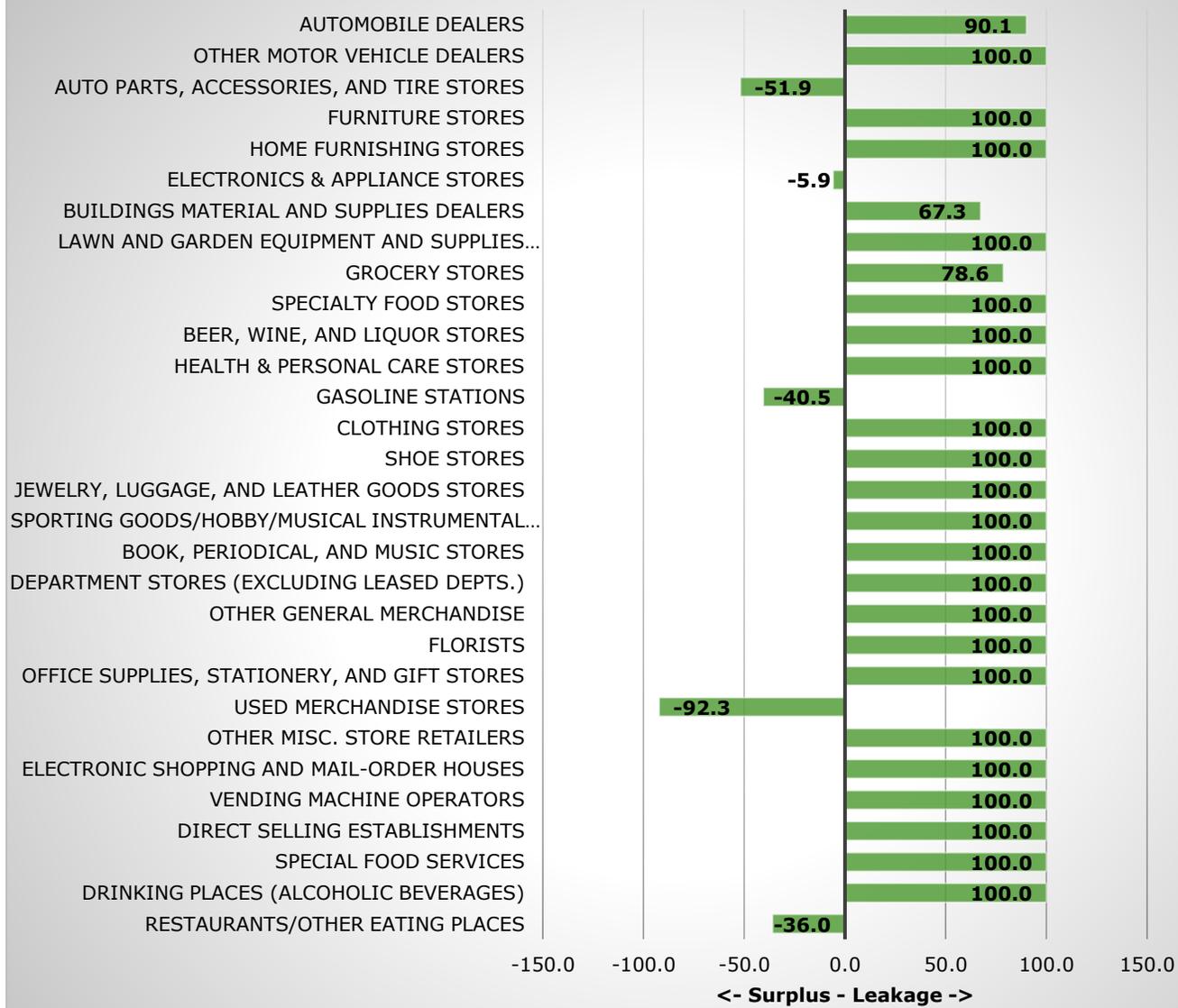


TABLE 9 - RETAIL MARKET POTENTIAL FOR AVALON BOROUGH PRIMARY MARKET AREA

INDUSTRY GROUP	DEMAND	SUPPLY	RETAIL	SURPLUS/ LEAKAGE	# OF BUSINESSES
	(RETAIL POTENTIAL)	(RETAIL SALES)	SURPLUS/ LEAKAGE	FACTOR	
Automobile Dealers	\$10,174,865	\$531,646	\$9,643,219	90.1	1
Other Motor Vehicle Dealers	\$1,237,030	\$0	\$1,237,030	100.0	0
Auto Parts, Accessories, and Tire Stores	\$741,407	\$2,342,093	(\$1,600,686)	-51.9	3
Furniture Stores	\$1,004,549	\$0	\$1,004,549	100.0	0
Home Furnishing Stores	\$680,529	\$0	\$680,529	100.0	0
Electronics & Appliance Stores	\$2,735,813	\$3,079,235	(\$343,422)	-5.9	2
Buildings Material and Supplies Dealers	\$2,527,482	\$494,694	\$2,032,788	67.3	1
Lawn and Garden Equipment and Supplies Stores	\$252,357	\$0	\$252,357	100.0	0
Grocery Stores	\$9,634,185	\$1,156,419	\$8,477,766	78.6	2
Specialty Food Stores	\$664,709	\$0	\$664,709	100.0	0
Beer, Wine, and Liquor Stores	\$393,448	\$0	\$393,448	100.0	0
Health & Personal Care Stores	\$3,121,878	\$0	\$3,121,878	100.0	0
Gasoline Stations	\$3,339,765	\$7,888,987	(\$4,549,222)	-40.5	3
Clothing Stores	\$1,853,386	\$0	\$1,853,386	100.0	0
Shoe Stores	\$376,647	\$0	\$376,647	100.0	0
Jewelry, Luggage, and Leather Goods Stores	\$448,175	\$0	\$448,175	100.0	0
Sporting Goods/Hobby/Musical Instrumental Stores	\$1,223,494	\$0	\$1,223,494	100.0	0
Book, Periodical, and Music Stores	\$208,455	\$0	\$208,455	100.0	0
Department Stores (Excluding Leased Depts.)	\$6,619,886	\$0	\$6,619,886	100.0	0
Other General Merchandise	\$2,081,501	\$0	\$2,081,501	100.0	0
Florists	\$103,705	\$0	\$103,705	100.0	0

INDUSTRY GROUP	DEMAND	SUPPLY	RETAIL	SURPLUS/ LEAKAGE	# OF BUSINESSES
	(RETAIL POTENTIAL)	(RETAIL SALES)	SURPLUS/ LEAKAGE	FACTOR	
Office Supplies, Stationery, and Gift Stores	\$501,916	\$0	\$501,916	100.0	0
Used Merchandise Stores	\$191,785	\$4,759,201	(\$4,567,416)	-92.3	1
Other Misc. Store Retailers	\$2,031,744	\$0	\$2,031,744	100.0	0
Electronic Shopping and Mail-Order Houses	\$926,935	\$0	\$926,935	100.0	0
Vending Machine Operators	\$64,733	\$0	\$64,733	100.0	0
Direct Selling Establishments	\$307,844	\$0	\$307,844	100.0	0
Special Food Services	\$124,050	\$0	\$124,050	100.0	0
Drinking Places (Alcoholic Beverages)	\$279,282	\$0	\$279,282	100.0	0
Restaurants/Other Eating Places	\$4,959,136	\$10,643,163	(\$5,684,027)	-36.0	12

SOURCE: ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) BUSINESS ANALYST, 2017

RETAIL MARKET POTENTIAL INDEX

Another measure that can be used to analyze consumer spending and determine the overall market potential of a specific geographic area or drive time market area is the Market Potential Index (MPI). The MPI measures the probability or likelihood that adults within a specific market area will exhibit a specific consumer behavior or purchasing pattern. An MPI number of 100 represents the U.S. average. There are several categories where consumers in Avalon exhibit a significantly higher MPI than the national average. A sample of these consumer behaviors is shown in Table 10.



ESRI’s Market Potential database measures the likely demand for a product or service in an area. The database includes an expected number of consumers and a Market Potential Index (MPI) for each product or service. An MPI compares the demand for a specific product or service in an area with the national demand for that product or service. The MPI values at the US level are 100, representing overall demand. A value of more than 100 represents higher demand, and a value of less than 100 represents lower demand. (ESRI website, www.esri.com/library)

TABLE 10 - RETAIL MARKET POTENTIAL INDEX RESULTS

PRODUCT/CONSUMER BEHAVIOR	AVALON BOROUGH		5-MINUTE DRIVE TIME*		10-MINUTE DRIVE TIME*		15-MINUTE DRIVE TIME*	
	% OF ADULTS	MPI	% OF ADULTS	MPI	% OF ADULTS	MPI	% OF ADULTS	MPI
Household has cell phone only (no landline telephone)	52.1%	124	50.8%	121	46.6%	111	45.4%	108
Spent \$2,000+ on most recent home computer	4.0%	103	4.1%	105	3.6%	91	3.7%	94
Shopped at convenience store in last 6 months	52.4%	103	51.5%	102	51.8%	102	49.5%	97
Watched a movie online in the last 30 days	17.2%	108	16.8%	105	15.0%	94	15.2%	95
Have auto insurance: 1 vehicle in household covered	43.3%	140	38.9%	126	35.7%	116	34.3%	111
Usually value green products over convenience	13.9%	133	12.6%	120	11.0%	105	10.2%	97
Household owns 2 televisions	32.0%	124	29.5%	114	27.3%	105	26.3%	101
*5-, 10- AND 15- MINUTE DRIVE TIMES ARE BASED ON DONUTS AND ARE NOT CUMULATIVE SMALLER DRIVE TIMES								

SOURCE: ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) BUSINESS ANALYST

These are consumer behaviors that the Borough should consider when thinking about attracting new businesses to the area. Many of the behaviors that are strong in the Avalon market area are attributed to younger consumers (i.e. having cell phones only and watching movies on-line). This could support the recruitment of wireless retailers and electronic businesses who could expand or

relocate a store to the Borough, such as Radio Shack, Best Buy, Verizon, AT&T, or Cricket Wireless. A complete analysis of the market potential index results for the drive times is provided in **Appendix B**.

TAPESTRY SEGMENTATION



Another market assessment tool is the *Community Tapestry Segmentation*, provided by ESRI, which classifies U.S. neighborhoods into 65 segments based on their socioeconomic and demographic variables such as age, income, home value, occupation, household type, education, and other consumer behavior characteristics.

Segmentation systems operate on the theory that people with similar tastes, lifestyles, and behaviors seek others with the same tastes – hence the adage “like seeks like.” These behaviors can be measured, predicted, and targeted. Community Tapestry combines the “who” of lifestyle demography with the “where” of local neighborhood geography to create a model of various lifestyle classifications, or segments, of actual neighborhoods with addresses – district behavioral market segments.² Understanding the lifestyle and behavior of households in the trade area is just as important as understanding their basic demographic profile and buying power.

In Avalon Borough there are three major tapestry segments that are identified, the largest of which is *Retirement Communities* with approximately 48.2% of households falling into this category. This tapestry segment consists of households with a median age of 52.0. This segment consists of single-family homes and independent living apartments, as well as nursing homes. The median household income in this group is \$35,000. This group enjoys watching cable TV and staying up-to-date by reading newspapers and magazines. While their median household income is lower than the national average, they still enjoy going to the theater, golfing, and taking vacations. In addition to the Borough, this segment is only found in the 5-minute drive time market.

The second largest tapestry segment found in Avalon Borough is *Set to Impress* consisting of approximately 30.9% of the households. In addition to Avalon Borough, this segment type is found in all the PMAs. This segment generally consists of residents between 20-34 years of age. The median household income is \$29,000. Single-person households make up over 40% of all households in this segment, often in the form of large multi-unit apartments with lower than average rents. Residents typically have close connections with their family. Many work in the food service industry while attending college. They are conscious of their image and seek to increase their social status.

The third largest tapestry segment found in Avalon Borough is *Rustbelt Traditions* consisting of 20.9% of residents. This group is also found in the 10- and 15-minute drive times. This group

Full tapestry segmentation descriptions can be found on ESRI's website at <http://doc.arcgis.com/en/esri-demographics/>.

² Environmental Systems Research Institute, <http://www.esri.com/>

generally consists of a mix of married-couple families and singles living in older developments of single-family homes. This group has a median age of 38.4 and a median household income of \$49,000. Residents in this group typically work in white-collar jobs with a concentration of skilled workers in manufacturing, retail trade, and health care industries. This segment consists of modest incomes but above average net worth. Many in this group have lived and worked in the same place for years. Similar to the *Retirement Communities* segment, this group also likes to read newspapers and watch cable TV. They also are known to frequent convenience stores to pick up incidentals.

TABLE 11 - TAPESTRY SEGMENTS FOUND IN AVALON MARKET AREA

AVALON BOROUGH		5-MINUTE DRIVE TIME		10-MINUTE DRIVE TIME		15-MINUTE DRIVE TIME		U.S. HOUSEHOLDS VS. AVALON BOROUGH	
TOP TAPESTRY SEGMENTS	PERCENT	TOP TAPESTRY SEGMENTS	PERCENT	TOP TAPESTRY SEGMENTS	PERCENT	TOP TAPESTRY SEGMENTS	PERCENT	TOP TAPESTRY SEGMENTS	PERCENT
Retirement Communities	48.2%	Old and Newcomers	26.1%	Rustbelt Traditions	13.4%	Rustbelt Traditions	8.3%	Retirement Communities	1.2%
Set to Impress	30.9%	Set to Impress	20.7%	Old and Newcomers	12.6%	Small Town Simplicity	7.6%	Set to Impress	1.4%
Rustbelt Traditions	20.9%	Retirement Communities	15.8%	Set to Impress	11.2%	Midlife Constants	7.3%	Rustbelt Traditions	2.2%
		In Style	10.4%	Parks and Rec	9.1%	Set to Impress	7.3%		
		Social Security Set	8.9%	In Style	9.0%	Old and Newcomers	7.1%		

SOURCE: ENVIRONMENTAL SYSTEMS RESEARCH INSTITUTE (ESRI) BUSINESS ANALYST

CALIFORNIA AVENUE BUSINESS DISTRICT CORRIDOR

The California Avenue Corridor runs through the Borough's residential neighborhoods and is an important part of the Borough's identity and character. Specifically, the North Ohio Avenue to Elizabeth Avenue portion of the California Avenue Corridor is the Borough's neighborhood business district. It is pedestrian oriented with good sidewalks and lighting. The Corridor is supported primarily by the high-density housing that is immediately adjacent to the Corridor. Without the residential density in this Corridor, the business district activity could not be supported.

This portion of the Corridor is a high priority for the Borough because it is the heart of the Borough and is home to local businesses that are an important part of the community's character and identity. The market assessment indicates that dining establishments are an important component for the vitality and activity along California Avenue.

Current demographic studies report that both millennials and baby boomers (the two largest demographics for the Borough, the region, and the nation) prefer living arrangements that include pedestrian connections, a diversity of housing and businesses, and recreational opportunities that are conveniently located. Walking, biking, and healthy living are increasing in importance for this demographic. Green spaces, outdoor dining, and walkable outdoor activities are heavily supported.

Consumers prefer business districts that support choices and diverse opportunities – clustering of retail opportunities in a closely defined area results in higher economic activity. For most small urban shopping and dining corridors, the following three (3) guidelines should be goals:

- ✓ 10 small niche retail or personal service establishments
- ✓ 10 dining establishments - including cafés, take outs, and dining-in
- ✓ 10 establishments that are open after 6pm

The Borough can create an inviting climate that supports and enhances the business activity along this small urban shopping and dining area. The California Avenue Corridor Development Map illustrates this focus area and identifies opportunities for gateway signage to call attention to this unique and important part of the community. The Borough's goals for the Corridor are to 1) focus on addressing blight that negatively impacts the corridor; 2) increase opportunities for a diversity of niche retail and dining establishments; 3) enhance the streetscape; and 4) explore opportunities for increased parking to support the local business.



GOOD EXAMPLES OF STOREFRONTS

The Borough Development Committee identified several storefronts along the California Avenue Corridor that are exemplary of the building character the community wants to maintain. The built environment significantly impacts a business district's ability to attract and retain businesses and customers. It is also a public-facing aspect of the community that heavily influences public perception. For those reasons, the Borough continues to place a priority on the building character along the California Avenue Corridor.

Good examples of storefronts along the Corridor identified by the Committee serve as guides for future construction or rehabilitation of building facades. These examples should inform the decision-making processes for the recommended facade enhancement program and any rehabilitation or construction along the corridor. The good examples illustrate the following architectural elements:

- variety of building construction types and materials, such as brick, stone, and siding.
- pedestrian-scale entrances that face the street and are easily identifiable and accessible to pedestrians.
- varied building heights



- first floor building transparency using many windows and doors.
- signs that prominently display business names without detracting from the Corridor's character.
- facade variations such as awnings, building projections, and other features that provide visual interest.
- wide and well-maintained sidewalks.
- low-impact lighting to provide architectural interest.
- outdoor eating areas that still allow for safe pedestrian access.

"The built environment significantly impacts a business district's ability to attract and retain businesses and customers. It is also a public-facing aspect of the community that heavily influences public perception."



As part of this study, the GRS team worked with the Borough Development Committee to develop a conceptual plan for the upgrade of the California Avenue Corridor so that it will better support the retention and recruitment of a diverse mix of residential, retail, and dining activity. The Proposed California Avenue Streetscape drawing illustrates a realistic approach for the Borough to revitalize the California Avenue Business District's streetscape by focusing on street tree replanting efforts on the north side of the street and introducing hanging baskets to the decorative street lights on the south side of the street. Street trees are proposed to be completely removed from the south side of the street and a suggested design detail to install unit pavers and benches is included on the Streetscape Standard Details drawing. There are also graphic details shown for additional parking areas should property become available along California Avenue for construction of public parking lots.



EXAMPLES OF GOOD STORE FRONTS

- Mia Madre Trattoria
- Hide-Away Tavern
- Pizza Pronto



MAP 2 - CALIFORNIA AVENUE BUSINESS DISTRICT - EXISTING CONDITIONS MAP



MAP 3 - PROPOSED IMPROVEMENTS TO CALIFORNIA AVENUE

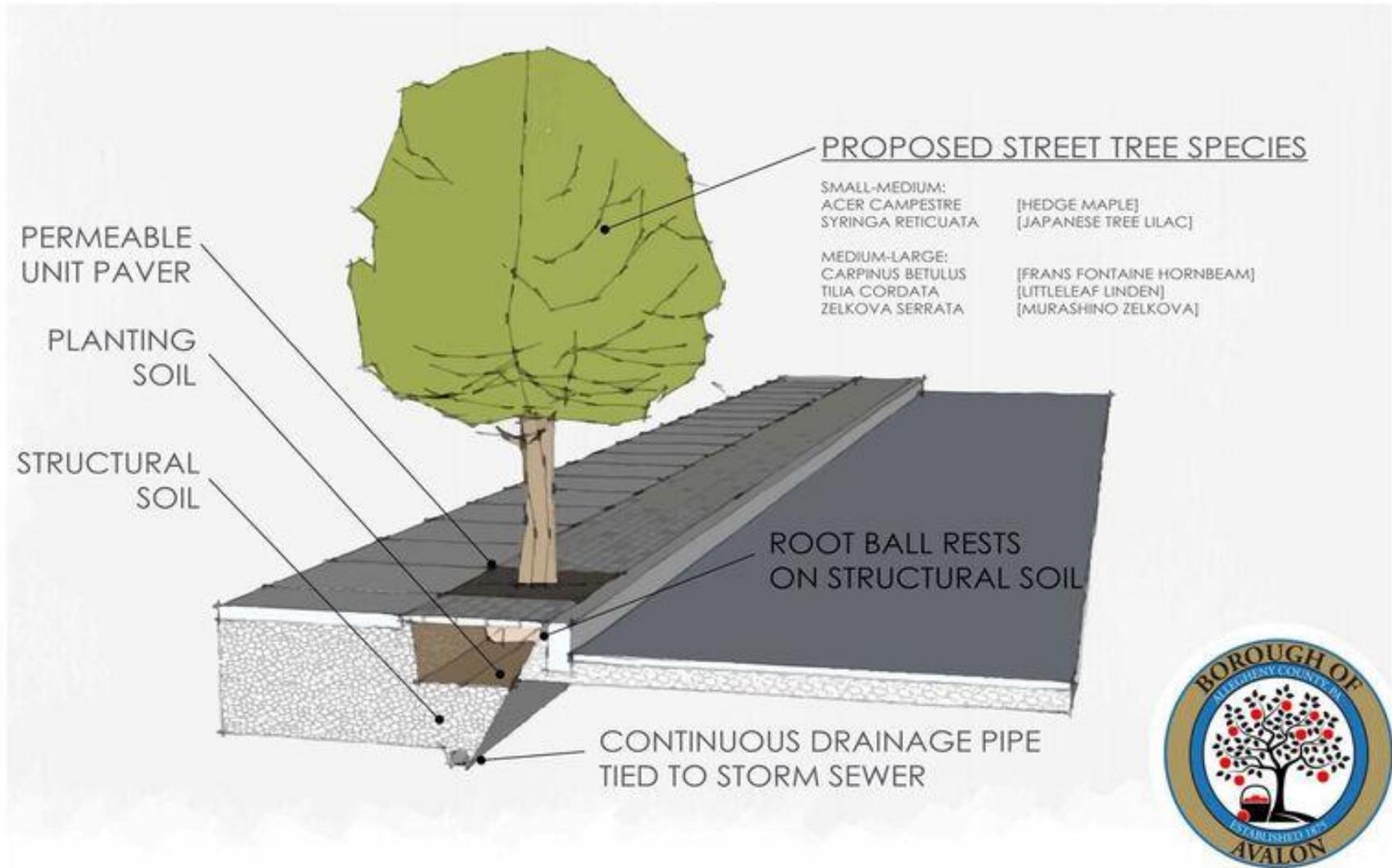


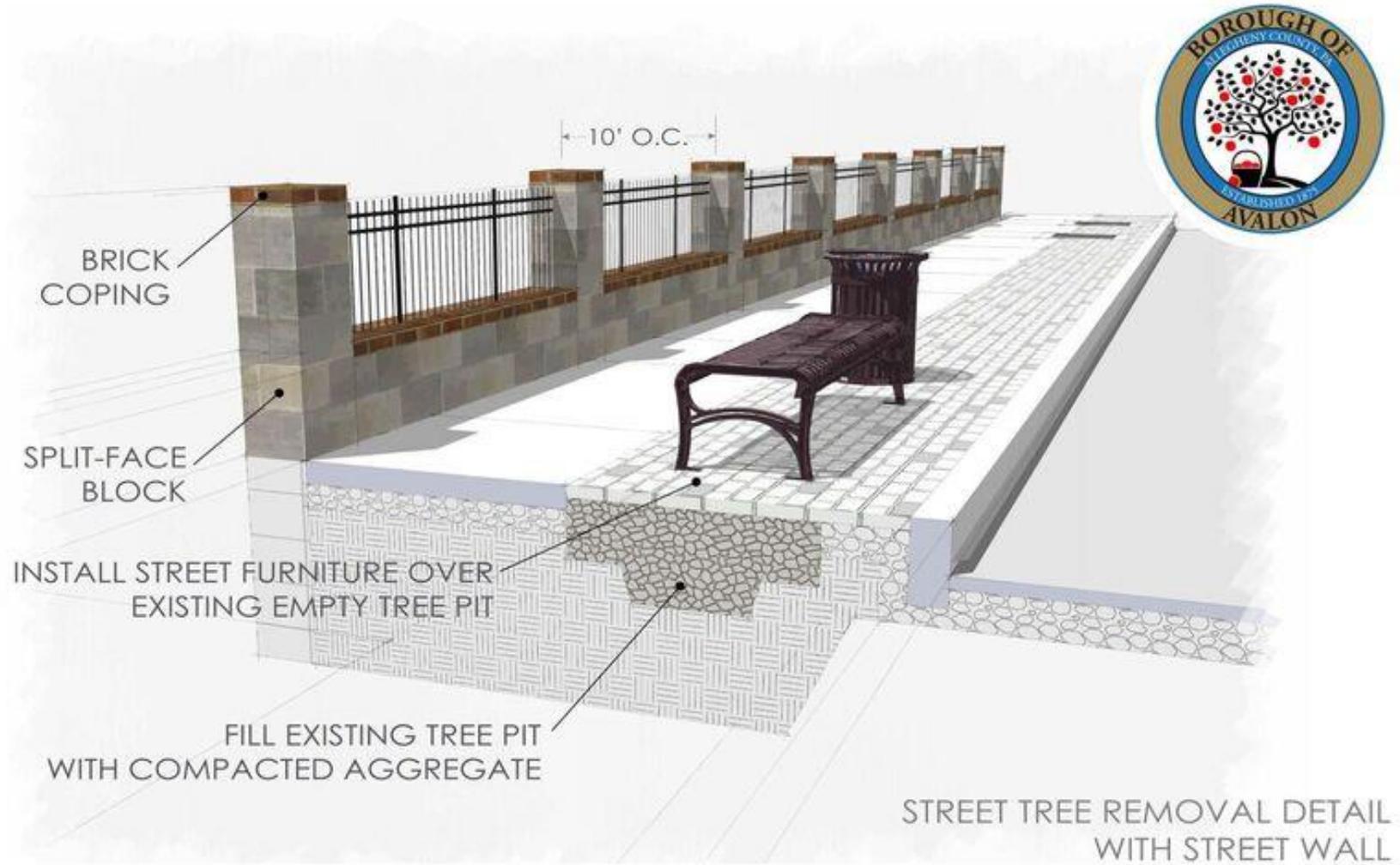






AVALON BOROUGH
OFF-STREET LAYOUT





ROUTE 65 CORRIDOR – OHIO RIVER BOULEVARD

Thousands of people pass through Avalon Borough as they travel along Route 65 (Ohio River Boulevard) to and from the City of Pittsburgh for employment opportunities, health and medical centers, educational centers, entertainment, and sporting events. The properties along Route 65 within the Borough are a mix of new commercial development, existing gas station and retail, single-family homes (many blighted and vacant), and blighted and underutilized land. The Ohio River Boulevard Corridor is both the most public-facing part of the Borough and the most significant opportunity for economic redevelopment that will help to grow and diversify the Borough's tax base.

PRIORITY BLIGHTED PROPERTIES FOR REDEVELOPMENT

Several properties on the Ohio River Boulevard Corridor exhibit conditions of severe blight. Remediation of these blighted properties is a priority to provide opportunities for redevelopment and to mitigate the negative impacts that the blight conditions have on the value of nearby properties. The Ohio River Boulevard Corridor Development Map identifies development scenarios for high-priority properties, including: the *Rusty Dory* and the vacant *Avalon Hotel*. The existing residential lots along the eastern side of Route 65 present opportunities for redevelopment as well as re-use for commercial uses. The Borough should work with residential property owners to publicize the opportunities for reuse of these properties for permitted uses for businesses such as personal services (e.g. hair stylist) and professional offices (e.g. accountant office). The market assessment for this area also points to dining as a segment that is drawing customers and visitors to the Ohio River Boulevard corridor. Consumers tend to visit corridors where there are a variety of choices for dining and retail. The greater and more diverse the mix of businesses and dining that are available, the higher the probability that there will be a draw of consumers from outside the local market area.



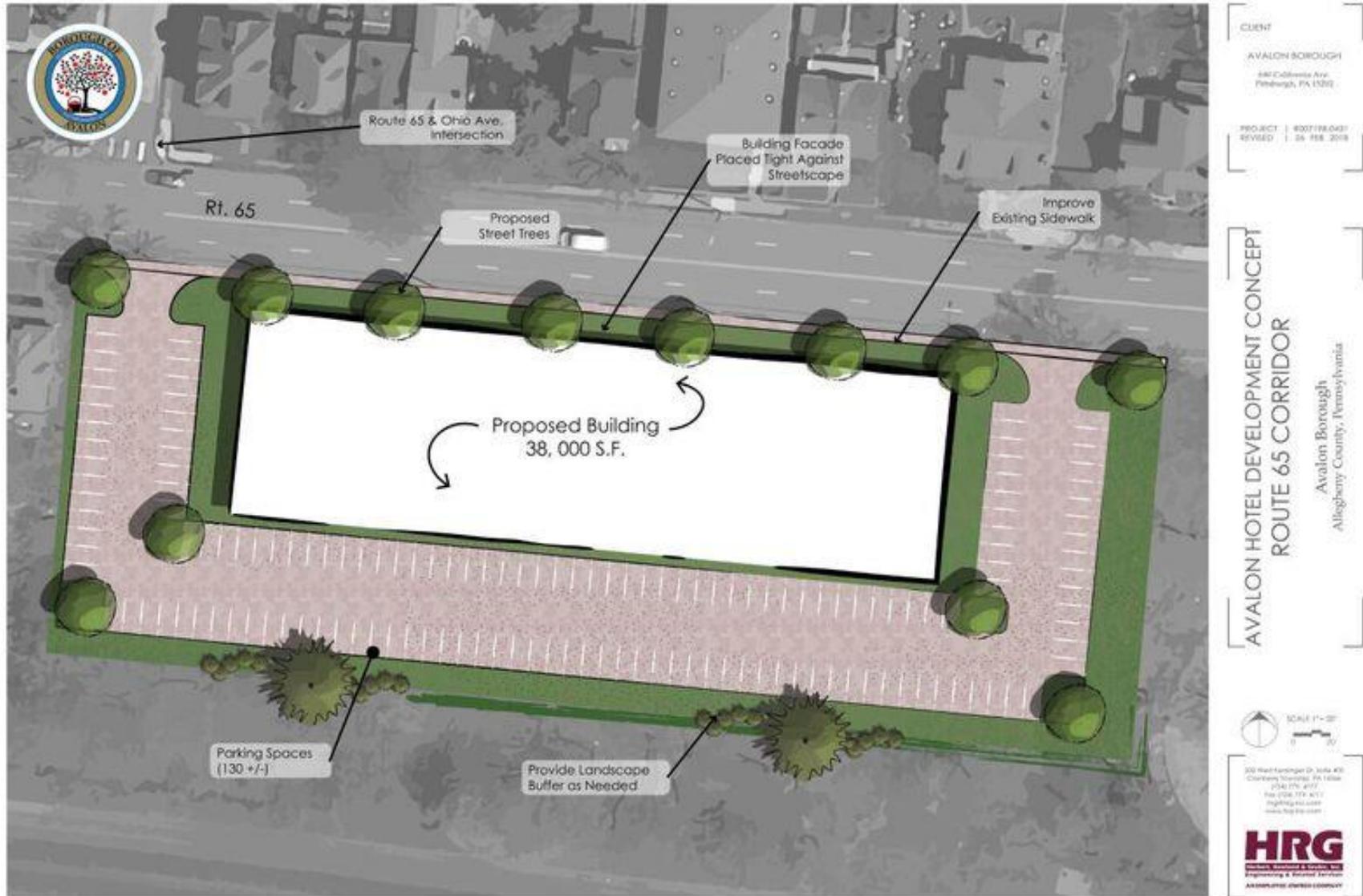
BOROUGH GATEWAY SIGNAGE

The North Ohio Avenue intersection at the western end of the portion of Ohio River Boulevard that exists within the boundaries of Avalon and the Elizabeth Avenue intersection at the eastern end of the Corridor present opportunities to enhance the Borough's identity and attract visitors to local Borough shops, restaurants and businesses. The Ohio River Boulevard Development Corridor Map identifies signage opportunities at both intersections. The Borough should explore opportunities to secure the ability to construct Borough signage at these locations. Attractive, inviting signage that exhibits the branding selected for the Borough should be commissioned and installed as the budget permits and funds become available.

MAP 4 – CONCEPTUAL PLAN FOR CALIFORNIA AVENUE AND OHIO RIVER BOULEVARD BUSINESS DISTRICTS







STREETSCAPE

The Ohio River Boulevard Corridor presents an opportunity to create a cohesive identity for Avalon Borough that can be communicated to thousands of travelers every day. The Borough should adopt simple streetscape elements for development of the corridor. These requirements, such as sidewalks and street trees, should be incorporated as requirements in the proposed Borough Subdivision and Land Development Ordinance. These efforts should be coordinated with other municipalities along the Corridor such as Bellevue, Ben Avon, and Emsworth to ensure consistency of design, setbacks, “greening,” lighting, and signage. A consistent streetscape ordinance that ensures a more attractive and sustainable highway corridor will help to promote development and redevelopment which ultimately increases the tax base for all communities.



COMPREHENSIVE CORRIDOR PLAN

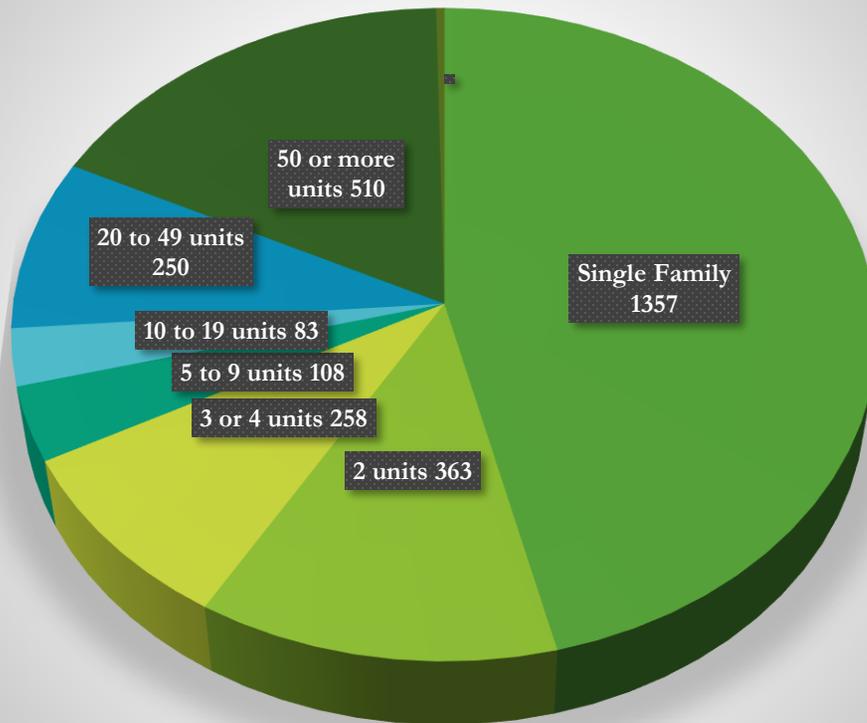
The Route 65 Corridor runs through several communities beyond the Borough of Avalon’s border and those communities share the opportunities and challenges that arise from having a heavily-travelled corridor as a boundary. Many of those communities are part of the Quaker Valley Council of Governments and the COG is actively working to bring the communities together to develop a corridor master plan that will facilitate intergovernmental cooperative efforts to address the challenges and capitalize on the opportunities. The Borough should welcome and capitalize on the resources and technical support that a corridor study of this nature would bring together. It will take support from the municipalities, the COG, PENNDOT, and other regional players in order to achieve a unified corridor plan.

THE RESIDENTIAL MARKET AND NEIGHBORHOODS

HOUSING PROFILE

According to the American Community Survey (2011-2015), the Borough has 2,939 housing units, 46% of which are single family homes. 1,582, or 54% of housing units are multi-family units. **Figure 4** provides a breakdown of the types of residential units in the Borough.

FIGURE 4 - HOUSING UNITS - TOTAL 2939



About 12% of the Borough’s 2,939 housing units are vacant as compared to the national average which is 10.9%. **Figure 5** provides a profile of housing vacancy rates in the Borough according to the most recent ACS. Some of the vacant units are not permanently vacant but are for sale or for rent. However, the high percentage of vacant properties is challenging and should be the subject of additional research to identify the factors that have led to this condition. High vacancy rates tend to drive down market prices.

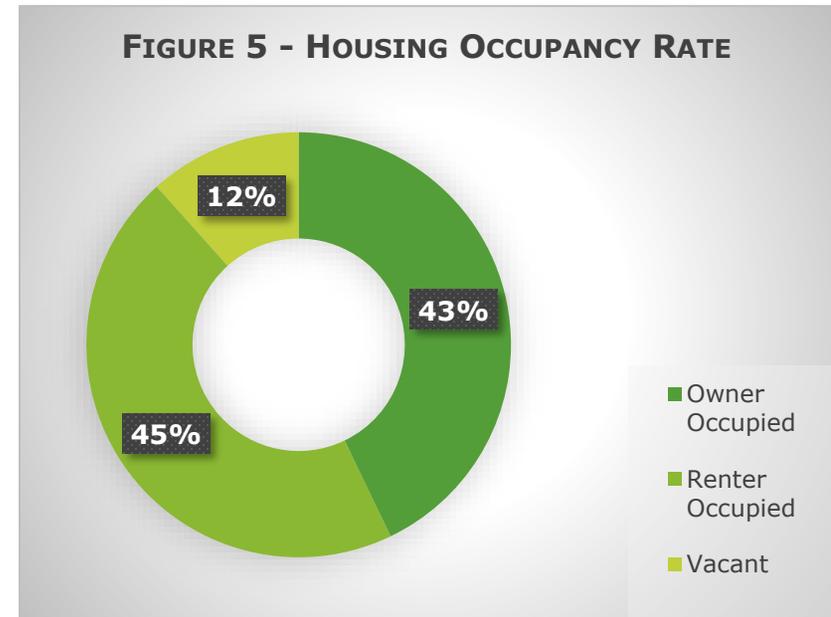
Table 12 provides a breakdown of when homeowners moved into their current housing unit and how long they have lived in the unit. The largest group of homeowners (about 37%) occupied their housing units in the Borough between 2000 and 2009 and another 30% were occupied before 2000. But new residents occupied 791 or 32% of housing units after 2010. This indicates a considerable amount of transition over the past decade.

TABLE 12 - TENURE OF RESIDENCY OF HOUSEHOLDERS

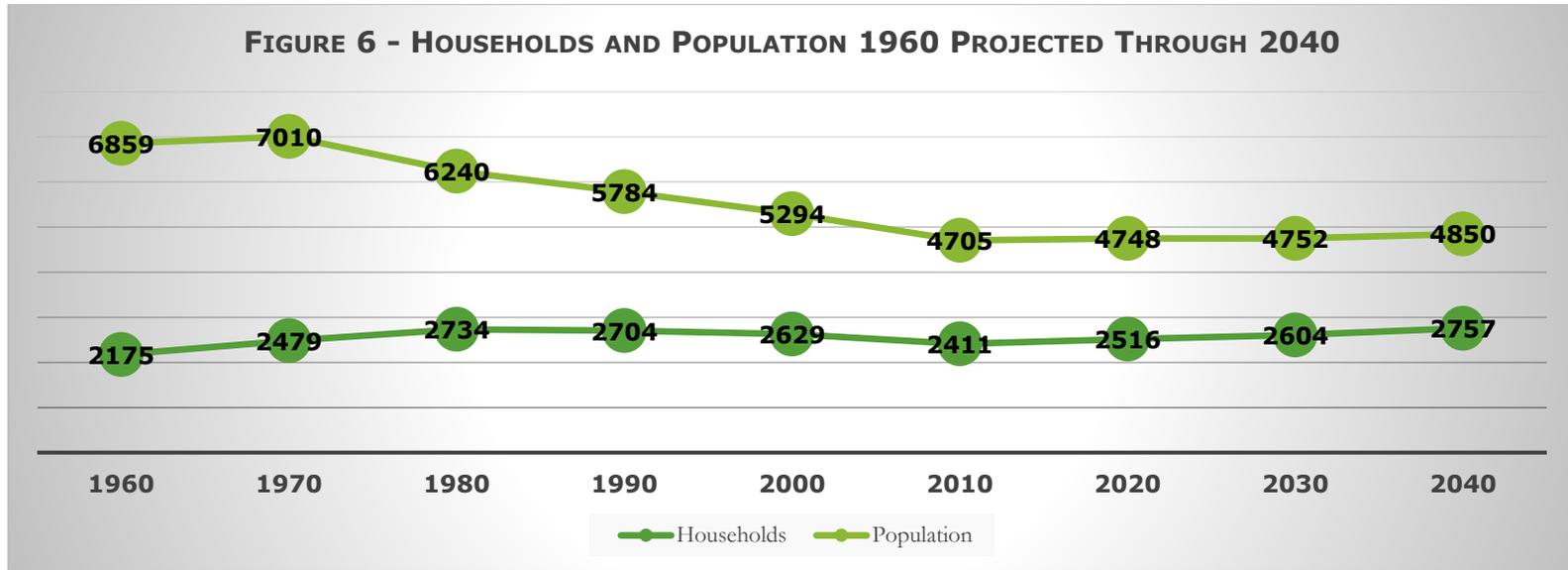
Moved In:	# OF UNITS	% OF UNITS
Moved in 2015 or Later	11	0.4%
Moved in 2010 to 2014	780	31.7%
Moved in 2000 to 2009	909	37.0%
Moved in 1990 to 1999	380	15.5%
Moved in 1980 to 1989	121	4.9%
Moved in 1979 or Earlier	257	10.5%

SOURCE: 2015 ACS 5-YEAR ESTIMATES, SOUTHWESTERN PENNSYLVANIA COMMISSION, DATA SERVICES, SPCREGION.ORG

The total number of households in the Borough increased between 1960 and 1980 with slight decreases through 1990 and 2000 as shown in **Figure 6**. According to the latest projections from SPC, the households and population of the Borough are projected to increase slightly in the next three decades through 2040. By 2040, the number of households are projected to reach an all-time high of 2,757 households. This is a positive trend since it provides additional residents and consumers for participating in the Borough’s economic activity.



THERE HAS BEEN ONLY 1 NEW HOUSING START WITH A VALUE OF \$200,000 IN THE BOROUGH SINCE 2000.



SOURCE: 2015 ACS 5-YEAR ESTIMATES, SOUTHWESTERN PENNSYLVANIA COMMISSION, DATA SERVICES, SPCREGION.ORG

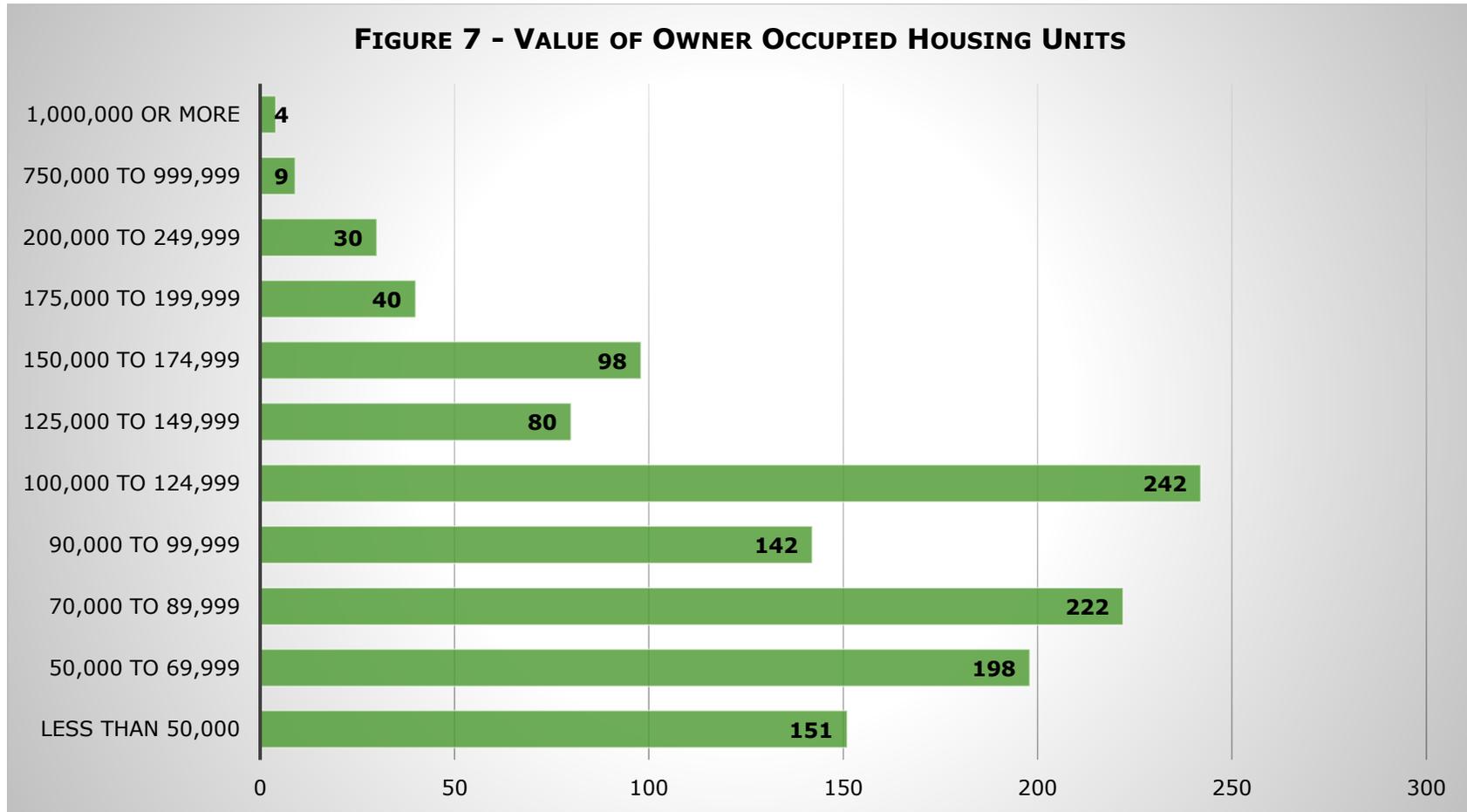
HOUSING VALUES

Avalon is part of the Pittsburgh Metropolitan housing market for purposes of national reporting. This includes Allegheny, Armstrong, Beaver, Butler, and parts of Westmoreland and Washington counties. The forecast for home values in the Pittsburgh Metro area is very good – the average value in January 2018 was estimated to be \$138,200 and expected to increase at a rate of 2.1% annually. This is about the same as the national average rate of increase of 2.2%.

The median home value of a single family detached home in Allegheny County is \$144,100, while the average housing sale in Avalon is \$126,400. Allegheny County home values have gone up 6.2% over the past year and Zillow predicts they will rise 3% within the next year. Avalon home values have gone up 12% in the past year and are projected to increase by 5.6% in 2018 which is twice the increase



projected for Allegheny County. The median price of homes currently listed in Allegheny County is \$174,900. The median rent price in Allegheny County is \$1,200, which is higher than the Pittsburgh Metro median of \$1,195. The median gross rent in Avalon is \$671 per month for a residential unit. **Figure 7** provides an overview of the value of owner-occupied housing units in the Borough. Most owner-occupied housing units are valued between \$100,000 and \$125,000.



SOURCE: 2015 ACS 5-YEAR ESTIMATES, SOUTHWESTERN PENNSYLVANIA COMMISSION, DATA SERVICES, SPCREGION.ORG

A list of 2017 single-family home sales in Avalon from highest to lowest sale price is provided in **Table 13**.

TABLE 13 – 2017 SALES OF SINGLE FAMILY HOMES IN AVALON

STREET NUMBER	STREET	LAND USE	SALE DATE	SALE PRICE
229	S OHIO ST	SINGLE FAMILY	5/25/2017	931,685
211	FISK AVE	SINGLE FAMILY	10/10/2017	235,000
323	ELIZABETH AVE	SINGLE FAMILY	8/4/2017	225,000
710	RIDGE AVE	SINGLE FAMILY	8/18/2017	210,500
815	FLORENCE AVE	SINGLE FAMILY	5/3/2017	195,000
730	CENTER AVE	SINGLE FAMILY	8/17/2017	187,000
826	CALIFORNIA AVE	SINGLE FAMILY	4/28/2017	176,000
626	PARKVIEW AVE	SINGLE FAMILY	9/21/2017	174,000
641	SEMPLE AVE	SINGLE FAMILY	8/4/2017	170,000
130	CLEVELAND AVE	SINGLE FAMILY	5/12/2017	169,500
722	CHATSWORTH AVE	SINGLE FAMILY	8/17/2017	165,000
119	FISK AVE	SINGLE FAMILY	8/4/2017	165,000
833	JACKMAN AVE	SINGLE FAMILY	7/28/2017	150,000
897	MALVERN RD	SINGLE FAMILY	9/7/2017	146,000
629	SEMPLE AVE	SINGLE FAMILY	5/26/2017	145,000
119	HARRISON AVE	SINGLE FAMILY	6/1/2017	142,000
727	CHATSWORTH AVE	SINGLE FAMILY	5/31/2017	140,000
112	FISK AVE	SINGLE FAMILY	5/10/2017	139,900
617	ORCHARD AVE	SINGLE FAMILY	4/3/2017	137,500
719	ORCHARD AVE	SINGLE FAMILY	8/18/2017	136,000
935	SEDALIA AVE	SINGLE FAMILY	6/9/2017	134,800
623	SEMPLE AVE	SINGLE FAMILY	11/1/2017	133,000
332	ELIZABETH AVE	SINGLE FAMILY	6/12/2017	129,000
314	ELIZABETH AVE	SINGLE FAMILY	5/8/2017	128,000
425	N CHESTNUT ST	SINGLE FAMILY	4/26/2017	128,000

STREET NUMBER	STREET	LAND USE	SALE DATE	SALE PRICE
829	TAYLOR AVE	SINGLE FAMILY	5/26/2017	126,900
403	N BIRMINGHAM AVE	SINGLE FAMILY	10/4/2017	119,900
809	TAYLOR AVE	SINGLE FAMILY	9/1/2017	117,000
1026	HAMILTON AVE	SINGLE FAMILY	5/1/2017	105,000
134	ELIZABETH AVE	SINGLE FAMILY	3/2/2017	98,500
318	MCKINLEY AVE	SINGLE FAMILY	7/31/2017	89,000
825	CALIFORNIA AVE	SINGLE FAMILY	2/24/2017	86,775
829	MALVERN RD	SINGLE FAMILY	7/13/2017	83,000
6550	CHURCH AVE	SINGLE FAMILY	8/7/2017	73,500
748	ORCHARD AVE	SINGLE FAMILY	9/15/2017	72,000
117	PROSPECT ST	SINGLE FAMILY	11/15/2017	70,000
659	CENTER AVE	SINGLE FAMILY	7/27/2017	67,500
404	MARIE AVE	SINGLE FAMILY	7/20/2017	63,500
406	CALIFORNIA AVE	SINGLE FAMILY	7/20/2017	63,000
837	CHESTER AVE	SINGLE FAMILY	1/25/2017	60,000
633	SEMPLE AVE	SINGLE FAMILY	6/21/2017	60,000
663	CENTER AVE	SINGLE FAMILY	1/23/2017	58,000
751	FLORENCE AVE	SINGLE FAMILY	5/1/2017	55,000
304	HARRISON AVE	SINGLE FAMILY	1/17/2017	50,000
814	FLORENCE AVE	SINGLE FAMILY	6/28/2017	45,000
62	UNION AVE	SINGLE FAMILY	2/10/2017	39,000
609	ORCHARD AVE	SINGLE FAMILY	8/2/2017	35,000
713	ORCHARD AVE	SINGLE FAMILY	3/17/2017	35,000
739	TAYLOR AVE	SINGLE FAMILY	1/27/2017	30,000
407	N BIRMINGHAM AVE	SINGLE FAMILY	10/31/2017	25,000
221	S OHIO ST	SINGLE FAMILY	7/24/2017	25,000
104	MARIE AVE	SINGLE FAMILY	1/20/2017	20,000
309	HARRISON AVE	SINGLE FAMILY	11/7/2017	13,000

STREET NUMBER	STREET	LAND USE	SALE DATE	SALE PRICE
535	MARIE AVE	SINGLE FAMILY	2/14/2017	13,000
318	MARIE AVE	SINGLE FAMILY	1/4/2017	11,028
445	N SCHOOL ST	SINGLE FAMILY	1/24/2017	10,000
530	MARIE AVE	SINGLE FAMILY	3/6/2017	5,200
726	CHATSWORTH AVE	SINGLE FAMILY	9/14/2017	5,081

SOURCE: WESTERN PA REGIONAL DATA CENTER, WWW.WPRDC.ORG 2017 ALLEGHENY COUNTY DATA

FIGURE 8 – HOME SALES 2009 - 2014

The average single-family housing sale price in the Borough in 2017 was \$120,000. Sale prices have been rising steadily over the past decade culminating in a 12% increase in 2017. This is a trend that should be embraced and nurtured in order to support additional development, increased assessment values, and increased economic activity in the Borough. Consumers purchase and rent housing based on many factors some of which (like style, design, and maintenance of the unit) are out of the Borough’s control. But some factors can be enhanced by the Borough to attract new residents and retain current residents. Consumers are looking for housing that match their lifestyles. For many purchasers, this means walkable neighborhoods, affordable housing stock, and proximity to work, entertainment, and leisure activities. Avalon could be a good choice for many potential buyers.



RESIDENTIAL MARKET TRENDS

The housing market in the Pittsburgh Metro area including Allegheny County is gaining strength and will provide a significant opportunity for the Borough in the next few years because of its location. Furthermore, the market values in and around the Borough are strong and steadily increasing especially near the adjacent communities. There are parcels of vacant land that could be assembled by a private developer with full utilities and infrastructure. And the average price of new housing starts has increased to over \$200,000 which means that the market price of new housing construction is attractive.

The mediocre performance of the Northgate Area School District presents a challenge for residential development but is beyond the control of the elected officials at the Borough. Continuing to work with the school district towards improvements should be a priority.

To attract residential development to Avalon and to be competitive with adjacent markets such as Ben Avon and Emsworth, officials and staff will need to create positive conditions for residential development to occur. These include: favorable land use regulations; commercial district amenities; pedestrian and bike-friendly linkages to parks, entertainment, employment opportunities, and services; website information for access to community development information; and a streamlined permitting process. There are many potential markets that could be captured in Avalon based on the retail gap analysis.



Municipalities can capture markets that are trending by understanding what those markets are and creating conditions within the municipality that support the emerging market. Once the proper conditions are in place, it is a matter of marketing the Borough to developers and realtors as a prime area for residential development.

2018 PITTSBURGH HOUSING MARKET

Southwestern Pennsylvania's housing market has lacked the drama of skyrocketing prices and the bursting of housing bubbles. Its rate of homeownership is among the highest in the nation, and more people are finding housing that fits their budgets than a decade earlier. But a high percentage of renters struggle to pay for their housing, and vacant and abandoned housing remains a costly problem. More than 69 percent of Pittsburgh Metropolitan Statistical Area residents own their home—higher than any of the other benchmark regions. Housing prices rose 23.8 percent over the past 10 years. Only Austin, Denver and Nashville have done better among benchmark regions. Over the past five years, however, local prices have risen about 17 percent, below the average appreciation across benchmark regions. A lower rate of homeowners and renters in the region are paying more than 30 percent of their income on housing than in 2005. Still, more than 45 percent of renters are cost burdened in the eyes of HUD. Their rent has been rising. The average local fair market rent for a two-bedroom apartment increased 23 percent to \$827 a month since 2005 in Allegheny, Beaver, Butler, Fayette, Washington and Westmoreland counties.

Pittsburgh Today & Tomorrow, 2017 Regional Annual Report, Housing

http://pittsburghtoday.org/wp-content/uploads/2017/03/PTTreport_spr17.pdf

LAND USE AND PROPERTY REGULATIONS

Enforcement of the zoning ordinance, SALDO, and property maintenance code promotes good development practices and should be a priority for the Borough. In recent years, Borough officials strengthened code enforcement efforts as an integral part of developing a blight management strategy. These efforts included the appointment of the Public Works Director as the Borough's Zoning Officer, a position that was previously unfilled. The Zoning Officer's responsibilities, as described more fully below, are at the heart of a comprehensive land use strategy because the Zoning Officer's work brings clarity to the interpretation of the Zoning Ordinance requirements and consistency in how the regulations are applied.

The Borough is also working toward a more proactive enforcement of the property maintenance code. The Borough has adopted the 2012 International Property Maintenance Code that includes requirements with respect to maintenance and upkeep of properties' exterior and grounds. Although, currently, complaints about garbage, high weeds, and unsafe structures are referred to the BIU inspector, these complaints are more commonly enforced by a code enforcement officer. In smaller communities, both zoning enforcement and property maintenance enforcement are assigned to a single employee. For efficiency purposes, this would allow for one Borough employee to fill both the role of Zoning Officer, as required by the Municipalities Planning Code, and to provide general code enforcement efforts.

CURRENTLY, THERE IS ALMOST NO PRO-ACTIVE CODE ENFORCEMENT DONE BY BIU OR BY BOROUGH STAFF.

The Zoning Officer's enforcement efforts should be separate and distinct from the Borough's BIU inspector's enforcement of the UCC Building Code on the Borough's behalf. To avoid confusion, the roles and responsibilities of the Zoning Officer, Code Enforcement Officer, and Building Code Official must be clearly defined, separated and communicated across all Borough functions. The Borough's BIU building code official currently provides support to the Public Works

Director with respect to enforcement of some zoning enforcement matters and with some property maintenance code matters. This practice should not continue because it is confusing to staff and residents and does not allow for any of the parties to understand their job responsibilities in a professional and discrete way.

Currently, there is almost no pro-active property code enforcement done by BIU or Borough staff. For the Borough's enforcement efforts to be sustainable, the processes and procedures must be in place and effectively implemented on a complaint-driven basis and on a proactive enforcement basis. The Borough's efforts should focus first on effectively enforcing property maintenance regulations so that the processing, management, and enforcement actions are handled consistently and successfully. Success can be measured both by the voluntary elimination of code violations and successful results at the local magistrate in defense of enforcement actions challenged by property owners.



Once the roles, responsibilities, processes and procedures are in place and clearly communicated to everyone involved, Borough Council should consider allocating the necessary resources to allow for proactive code enforcement. This will allow for the Zoning Officer and Code Enforcement Officer to allocate time out of each work week to perform field views and inspections to identify code violations. Proactive code enforcement will identify and mitigate many factors that lead to blighted conditions before the issues become a larger problem that requires even more resources to properly mitigate. For example, removal of one junk vehicle from a property through proactive code enforcement before more junk vehicles are added will avoid a bigger blight situation where several junk vehicles are sitting on a property creating a blight condition that negatively influences an entire block or neighborhood within the Borough.

PLANNING AND CODE ENFORCEMENT ROLES AND RESPONSIBILITIES

The planning, zoning, and code enforcement functions of the Borough are currently not well defined. Clarification of roles and responsibilities for all entities involved in the land development, zoning, and building inspection processes is necessary to efficiently and effectively administer the Borough's land management regulations. Below is a brief outline of responsibilities. Clarification of roles will assist in improved communication among the entities and more consistent interpretation and application of Borough regulations.

The **Planning Commission's** primary responsibilities include:

- Prepare and recommend Zoning Ordinance amendments
- Prepare and recommend updates to the Comprehensive Plan
- Review and recommend conditional use applications
- Review land development applications and refer zoning items to the Zoning Hearing Board
- Obtain public outreach and input regarding land use, land development, and planning
- Training for Planning Commission members is available through the LGA and PATH.

The **Zoning Officer's** primary responsibilities include:

- Administer the zoning ordinance.
- Enforce the zoning ordinance.
- Zoning Officer determination may be appealed to the Zoning Hearing Board (ZHB).
- Manage the ZHB applications
- Represent the Borough (or designee) at hearings in front of the ZHB
- Review land development applications and ensure completeness
- Represent the Borough for reviews of land development applications with the Planning Commission
- No certification is required for the Zoning Officer – however certification can be obtained through the American Institute of Certified Planners (AICP)

Zoning Hearing Board members must meet certain criteria:

- May not hold elected office in the municipality.
- Must have zoning knowledge and first-hand experience applying zoning regulations.
- Appointed by Borough Council for designated terms
- Should have access to independent legal counsel

The **Zoning Hearing Board's** powers and duties are limited as follows:

- No discretionary power.
- Can only grant variances based on five (5) established criteria
- Must administer an ordinance literally.
- May issue notices of violation.

The **Code Enforcement Officer's** responsibilities include:

- Inspection of properties and structures to identify noncompliance with property codes.
- Enforcement of the 2012 International Property Maintenance Code (IPMC). This Code applies to existing structures.
- No certification is necessary to enforce the IPMC but certification may be obtained.

The **Building Code Official's** responsibilities include:

- Local administration of the statewide Uniform Construction Code (UCC). This applies primarily to new construction. This is currently performed by BIU because inspectors must be certified in order to enforce the UCC.

Clarifying the roles of the various positions and set of responsibilities does not necessarily mean that multiple responsibilities cannot be assigned to a single employee or an existing employee. In fact, in smaller municipalities, multiple roles and responsibilities are assigned to existing employees. With the proper training, guidance, resources, and technology, even smaller municipalities can achieve a successful and fully integrated land management process.

KEYS TO SUCCESS

These are the Borough's keys to taking the organization's land management efforts to the next level:

1. **Structure:** The organizational structure of the Borough's land management functions must be clearly defined and communicated so that all staff, property owners, and general public understand the roles and responsibilities of the Zoning Officer, Code Enforcement Officer, and Building Code Official. With respect to the zoning, building codes, and property maintenance enforcement, the following structure is recommended:



2. Process: The Borough’s process for code enforcement and zoning compliance must be clear and consistent. Each enforcement action must be processed in the same manner so that there is no ambiguity about each step in the process from identification of a code violation all the way through the Borough’s defense of an enforcement action in court. The Borough should create a flow chart that documents the process and the staff person responsible for each step. A review of all forms should be conducted so that the forms collect relevant information and are properly used.

3. Technical support: Code enforcement can be a technically challenging set of authority and responsibilities. Many situations are unique and consistent application of complex regulations can create challenges. It is recommended that the Zoning Officer and Public Works Director take part in regular training for respective duties and responsibilities. The Zoning Officer should have a “go to” resource for technical support. The Quaker Valley COG presented the Borough with a proposal to retain a professional AICP planning consultant for on-call services. This service is inexpensive and the services are highly specialized. It is highly recommended that the Borough use these services so that the Zoning Officer can obtain expert advice when necessary.

SUBDIVISION AND LAND DEVELOPMENT ORDINANCE (SALDO)

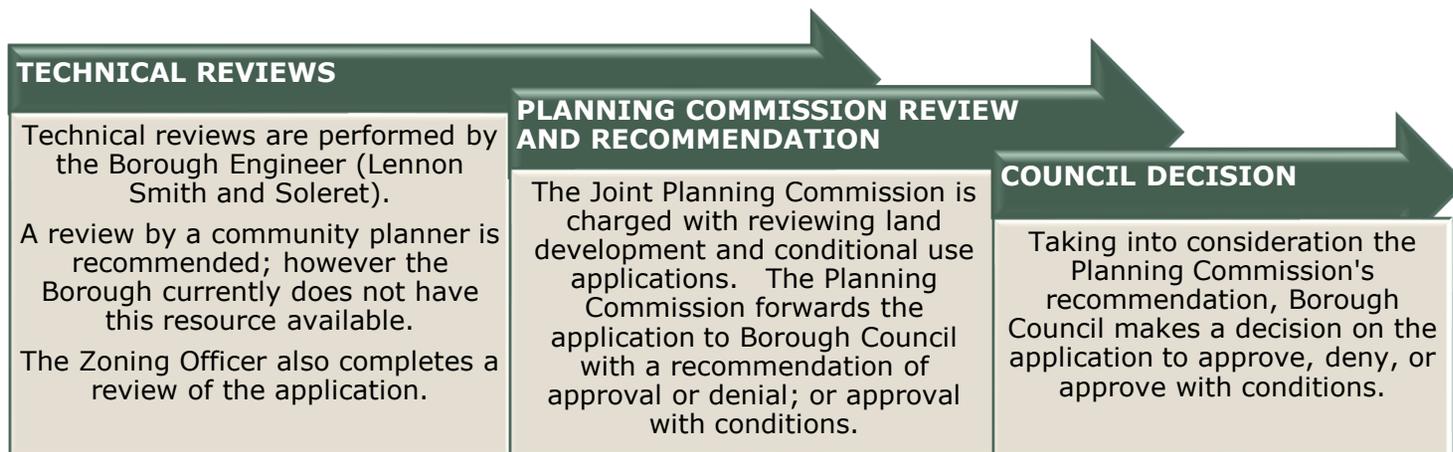
The Borough does not have a Subdivision and Land Development Ordinance (SALDO). As a result, Allegheny County administers the Allegheny County SALDO for land development applications submitted to the Borough. While the County serves as an important resource to the Borough, this process was not managed well by the Borough in the past and did not serve the Borough well. Several

large commercial developments were never reviewed and building permits were issued without final approval of the land development application. Regulation of the land development process by an agency outside of Borough operations and the additional complexity created by the Joint Planning Commission, combined with the absence of a land development management process or point person at the Borough, resulted in development applications that were not properly reviewed and approved.

Adoption of a SALDO should be a priority for the Borough. Key to this new ordinance will be the provisions that govern the subdivision and land development process in the Borough. The Borough's new SALDO must clearly define the applicant review and approval process, including the application requirements, submittal deadlines, and explanations of all parties involved in the process. The simple graphic below generally describes how the application review process could work. The Borough has flexibility in defining the process and careful consideration should be given to how each type of application is managed. The Borough's solicitor and a qualified consultant should be engaged to draft the SALDO ordinance for consideration by Council.



Tracking of the zoning and land development applications helps ensure that required deadlines are not missed and the applicant ordinance requirements are met. Concurrent with adoption of a Subdivision and Land Development Ordinance by the Borough, land development and zoning application and tracking forms must be developed and implemented in a manner that mirrors and documents the newly-required approval processes in the Borough SALDO. These forms must comply with the requirements of the Municipalities Planning Code and should be reviewed by the Borough Solicitor.



RECOMMENDED SALDO APPLICATION PROCEDURE

- A. The application requirements and procedures shall be followed as set forth herein for all land development and subdivision applications submitted to the Borough for consideration of approval.
- B. Preliminary Application. An application for preliminary approval shall be submitted to the Borough twenty-eight (28) days prior to a regular meeting of the Planning Commission and shall include twelve (12) copies of the final application.
- C. Final Application. Upon approval of the preliminary application, the applicant shall submit an application for approval of a final plan unless otherwise indicated. The application shall be submitted to the Borough twenty-eight (28) days prior to a regular meeting of the Planning Commission and shall include twelve (12) copies of the final application.
- D. After final approval by the Borough Council, no changes shall be made in a plan unless changes are first reviewed and approved by the Planning Commission and resubmitted for approval by Borough Council. A change in scheduling or sequence in the development of a plan to be carried out over a time period and approved on this basis shall require review and approval as for any other change.
- E. Revised Applications. Revised applications that are to be resubmitted to the Planning Commission or Borough Council for consideration are to be submitted at least ten (10) days prior to the Planning Commission or Council meeting at which the revised application is to be reviewed.
- F. Application Fee. At the time of filing an application for preliminary or final approval, the applicant shall pay a fee set by resolution to defray the cost of processing of such applications.
- G. Decision. The Borough Council shall render its decision on the final plan and communicate its decision to the applicant not later than ninety (90) days following the date of the regular Planning Commission meeting next following the date the application is filed, provided that should the next regular meeting occur more than thirty (30) days following the date of filing, the ninety (90) day period shall be measured from the thirtieth day following the day the application was originally filed.
- H. An application is considered filed with the Borough only when the correct Borough application form and applicable fees are submitted in accordance with the submission timing requirements herein and includes such information as required by this ordinance.
- I. The decision of the Borough Council shall be in writing and shall be mailed to the application at the address provided on the application form not later than fifteen (15) days following the decision.

RECOMMENDED PRE-APPLICATION PROCESS (OPTIONAL)

- A. Before submission of any application for subdivision or land development, the applicant is encouraged to meet with the Borough staff and Planning Commission to determine the feasibility, suitability and timing of the application. The intent

of the pre-application conference is for the applicant to obtain information and guidance from the Borough with regard to the proposed preliminary plan, prior to entering into any commitments or incurring substantial expenses with regard to the site and the plan preparation.

- B. All pre-application conferences shall be scheduled with the Borough staff. The request for a pre-application conference with the Planning Commission shall be received and accepted by the Borough staff at least fifteen days prior to the date of the next regularly scheduled Planning Commission Workshop meeting.
- C. The submission of a pre-application conference request and any plans, documents, or information related thereto that are presented at the conference shall not be deemed by the Borough to be the submission or filing of an application for subdivision or land development approval with the Borough, nor shall it be the start of any statutorily prescribed Borough review period. The pre-application conference shall not protect the application from subsequent amendments to any applicable Borough ordinance provision made prior to the date of the filing of a complete application. The pre-application conferences are intended to be advisory only and shall not bind the Borough to take any action on any application subsequently submitted.

THE JOINT PLANNING COMMISSION

Residents of the Avalon, Bellevue, Ben-Avon communities make up the Tri-Boro Joint Planning Commission pursuant to the Tri-Borough Joint Zoning Ordinance. Three community members from each municipality hold positions on the Joint Planning Commission (JPC), which prepares updates to the Joint Comprehensive Plan and Zoning Ordinance. The JPC also fulfills the planning agency role for each municipality. This includes review of land development and conditional use applications.

The Joint Planning Commission provides a venue for multi-municipal collaboration that creates opportunities for increased communications, coordination, and efficiencies across the three communities. Joint Planning Commissions, however, are not common and their role is not well established or defined in the region. As a result, the JPC's efforts may be clouded by a lack of clarity in mission. This uncertainty when combined with the ambiguous zoning and land development approval process in Avalon Borough historically has resulted in challenges. As Avalon continues to improve its land development and zoning administration, including adoption of a Borough Subdivision and Land Development Ordinance, the Joint Planning Commission should be regularly apprised of updates and their role clarified through training and practice.

Staffing & Administration

The Joint Planning Commission Solicitor is one of the three Solicitors that represent each of the three communities, on a rotating basis. To provide continuity, the Commission members should ensure that there is adequate transition from one solicitor to the next, so the current solicitor has the benefit of history and institutional knowledge developed during the prior solicitor's tenure.

Borough Avalon staff currently manages the administrative requirements of the Joint Planning Commission. This includes coordination and advertisement of meetings, as well as paying all Commission costs up-front and getting reimbursement from the other member communities. The administrative support role for the Commission should be rotated among the member

communities. Alternatively, if Avalon Borough officials agree to continue the responsibility of paying these costs, an up-front dollar amount should be contributed by each Municipality to cover the Commission's costs.

Training

Citizen volunteers often do not have a background in zoning and land development. Avalon Borough should send its representatives on the Joint Planning Commission to relevant training programs related to planning, zoning and land development. In particular, new members should attend such training in their first year of appointment to the Commission. Allegheny County will continue to play an important role in the Borough's application review process and is also an important resource for Borough staff and Planning Commission members. Additionally, the Commission may want to consider engaging the Quaker Valley Council of Governments to provide ongoing resources and training to the Commission.

COMMUNITY-WIDE BLIGHT STRATEGY

Blight may be the number one threat to public safety, reinvestment, and the quality of life in older urban communities. Blight is bad for business and bad for people. The cost of blight is high – not only are there direct costs for police, fire, public works, and code enforcement services but the cost of maintenance and demolitions is in the tens of thousands of dollars. Blight also reduces the value of surrounding properties resulting in thousands of dollars of loss to individual property owners. With dozens of blighted and vacant properties in Avalon, the Borough officials recognize that the status quo is not acceptable and that something must be done to address this problem.

For this reason, blight remediation should be the Borough's top priority for facilitating and promoting redevelopment. Redevelopment is important for increasing and expanding the tax base and the expectation is that once the Borough has a more systematic blight management process and begins to see additional successes, the focus will shift from blight remediation to redevelopment efforts.

Blight remediation should really be divided into two distinct categories:

1. Tools and strategies that prevent blight and keep properties up to code
2. Tools and strategies that address long-term vacant and abandoned blighted properties

TOOLS AND STRATEGIES THAT PREVENT BLIGHT

In order to prevent blight, it is important for the Borough to have the personnel, tools, and resources to identify problem properties early and to address issues as they arise. The following information is provided to support the Borough blight prevention strategies.

PROPERTY CONDITIONS ASSESSMENT

The Western PA Regional Data Center collects comprehensive data about the properties in communities in Allegheny County. Most of this data is collected from the County Assessment Office and the County Tax Office. One of the data profiles that is collected and made publicly available is the condition assessment of each property in every community in Allegheny County. Each property is rated as: excellent, very good, good, average, fair, poor, very poor, and unsound. Although the accuracy of this data can be questioned due to its timeliness and completeness, it is a beginning point for identifying problem properties and at-risk properties that may become problems in the future. The County data provides a starting point for the Borough Development Committee to begin to review and compile a list of properties that can be addressed through one of several techniques.



LEGAL FRAMEWORK

The Borough should adopt the most current International Property Maintenance Code as its primary enforcement regulation. This Code addresses existing properties relative to exterior conditions. It is comprehensive in nature addressing the most common violations including: garbage and trash, sidewalks, weeds, rodents, junk cars, graffiti, and other exterior property conditions.

The Borough should also consider a "Ticketing" ordinance that allows the Code Enforcement Officer to sweep a neighborhood issuing warnings for property violations that may turn into a ticketing fine, similar to a parking ticket, if the violation is not addressed within a certain amount of time. Typically, ticketing fines are set at \$25 for a first offense. Most residents will respond to and address the violation within the required timeframe.

Another effective code enforcement strategy has been to impose fines for missing windows and doors. This strategy is for vacant properties that are missing operable doors and windows. Typically, these fines are levied at \$300 a day until functional doors and windows are installed. Fines mount quickly so most property owners respond in a timely manner.

VIGOROUS CODE ENFORCEMENT

Properties that are in poor or very poor condition should be referred to the Borough Office for follow up and issuance of violation notices providing deadlines and penalties for non-conformance. The Borough should use the IPMC for routine code violations. Unresolved and unaddressed violations should be pursued to the district magistrate level and, if necessary, to Common Pleas Court.

VACANT PROPERTY REGISTRATION

Although the Borough currently has a routine rental registration and inspection regulation, there is no requirement for owners to register vacant property information. The goal of vacant property registry is to address problematic vacant properties allowing the Borough to quickly contact an owner via phone or email to report a problem with that property. This program would require a local ordinance that requires the registration, providing a contact and local agent for services purposes after 120 days of vacancy. Model ordinances for this process can be found at <http://www.safeguardproperties.com/Resources/VacantPropertyRegistration>. The ordinance can also require that the vacant property owner provide an escrow payment from which costs for maintaining the property may be deducted by the Borough.

REHABILITATION

Loans, grants, and tax abatements can be made to assist homeowners and small landlords with the resources that they need to bring their homes and residential rental properties up to code. These programs are typically funded through CDBG grants, HOME grants, and local foundations. Other partners that may be willing to partner with the Borough include *Habitat for Humanity* and *Rebuilding Pittsburgh*. Owners will be required to qualify as low to moderate income residents.

CONSERVATORSHIP

Conservatorship allows the court to appoint a third-party to enter an owner's property and make repairs to bring it up to code. Some properties may require large scale rehabilitation to bring it back to habitable use. The Borough could consider petitioning the court to obtain site control or "conservatorship" of a property for the purposes of making extensive repairs to bring the property up to code. The Borough may contract with a private developer for this purpose. The owner must reimburse the Borough for the costs associated with the repairs or the Borough may sell the property to recoup losses.

TOOLS AND STRATEGIES THAT ADDRESS EXISTING BLIGHT

When all attempts to remediate or eradicate a blight situation fail, the Borough may condemn a property that is unsafe and unfit for habitation and proceed to identify it for demolition. Some tools that are helpful for achieving this process in a methodical and systematic way are identified as follows.

MAPPING TOOLS

Data driven code enforcement allows municipalities to coordinate data and information so that they can measure blight and reduce it. Once a municipality compiles a body of data, it can use the database to:

- Identify owners of more than one problem property
- Identify the most common violations in each area
- Evaluate the number and types of violations in each area
- Enforce registration and permit laws
- Establish the best areas to target proactive enforcement efforts
- Determine more efficient enforcement scenarios based on workload and area covered
- Make a strong case before a judge as to why action is needed to bring a property up to code

In **Appendix F**, several maps that were developed by the GRS team are included representing a collection of information and data that is available to the Borough but currently spread out across multiple locations and derived from various sources. Aggregating this information on maps creates a powerful tool that will inform the decision-making process when dealing with blight. The maps present a Borough-wide overview of blight factors, which will allow patterns to be identified. It also allows for easy cross-reference of multiple information sources to aid in management and tracking of the Borough's efforts to mitigate blight factors.

Information in the database illustrated on the maps include property assessments, property conditions³, vacant, condemned and "to be demolished" properties. Other data that could be added to the Blight Map are:

³ Property conditions are derived from the Western PA Data Center as reported by the Allegheny County Assessment Office.

- code enforcement actions;
- Borough liens filed for property maintenance costs;
- and delinquent taxes.

These maps should be updated mid-year, each year, so that the information is available to the Borough Development Committee and Council when the priority blighted properties for demolition are identified during the budget process for the following year.

TABLES AND DATABASES

As part of this study, the GRS team worked with the Borough Development Committee to begin to develop spreadsheets and databases for tracking blighted and dilapidated properties.

Table 14 provides a list of all demolished, “to be demolished,” condemned, and blighted properties as compiled by the Borough Development Committee.

TABLE 14 – AVALON DEMOLISHED, CONDEMNED, AND BLIGHTED PROPERTIES

DEMOLISHED/Vacant Land						
THESE PROPERTIES INCLUDED STRUCTURES THAT WERE DEMOLISHED BY THE BOROUGH USING CDBG OR GENERAL FUND MONIES. THE PROPERTIES ARE NOW VACANT.						
	PICTURE DATABASE	ADDRESS	FUNDING SOURCE	LIEN FILED	CONDEMNED	COMMENTS
1		305 Marie	CDBG			Demolished - Vacant Lot
2		315 Marie	CDBG			Demolished - Vacant Lot
3		719 Ohio River Blvd	CDBG			Demolished - Vacant Lot
4		496 Semple Avenue	CDBG			Demolished - Vacant Lot
5		810 Semple Avenue	Avalon	Yes		Demolished - Vacant Lot
6		221 S. Chestnut Avenue	Avalon			Owned by Borough
7	77	214 Cleveland Avenue	Fire Insurance			Vacant Lot
8		435 N. School Street				
9	37	313 Fisk Ave	CDBG			Vacant Lot

TO BE DEMOLISHED						
THESE PROPERTIES ARE SELECTED FOR DEMOLITION IN 2018						
	PICTURE	ADDRESS	FUNDING SOURCE	LIEN FILED	CONDEMED	NOTES
1		423 Florence Avenue	CDBG		Yes	Demolished – Vacant Lot
2		344 Spruce Run Rd	Avalon			Demolished – Purchase Pending

CONDEMNED						
THESE PROPERTIES ARE CONDEMNED OR IN THE PROCESS OF CONDEMNATION BY BOROUGH.						
	PICTURE	ADDRESS	FUNDING SOURCE	LIEN FILED	CONDEMED	NOTES
1	66	228 Elizabeth Avenue			4/8/2014	
2		309 Fisk Avenue			7/22/2013	
3	41	104 Harrison Avenue			10/2/2013	

4	81	23 Marie Avenue			To be Condemned	
5	82	211 Marie Avenue			4/18/2014	
6		303 Marie Avenue			To be Condemned	

BLIGHTED PROPERTIES						
	PICTURE	ADDRESS	FUNDING SOURCE	LIEN FILED	CONDEMED	NOTES
1		933 McKinley Terrace			6/2/2014	
2		811 Semple Avenue				
3	87	352 Spruce Run Road	Working on Payment Plan for Taxes		7/17/2014	
4		525 Spruce Run Road (already demolished?)			5/19/2009	
5		529 Taylor Avenue			5/13/2014	
6		228 Elizabeth Avenue			4/8/2014	

BLIGHTED PROPERTIES						
	PICTURE	ADDRESS	FUNDING SOURCE	LIEN FILED	CONDEMED	NOTES
7	62	136 Elizabeth Avenue			6/23/2014	 <p>Vacant - owner deceased</p>
8		327 McKinley Avenue			Sold 7/26/2016	Vacant - owner walked away/foreclosure
9	79	211 Cleveland Avenue			To be Condemned	
10		23 Marie Avenue			To be Condemned	
11	41	421 N. Ohio			Sale Pending	
12		529 Florence Ave			To be Rehabilitated	
13		623 Florence Ave			Boarded Up	
14		925 Jackman Ave			To Be Condemned	
15		337 McKinley Ave			Sale Pending	Needs updated Intent to Remedy

SOURCE: AVALON BOROUGH DEVELOPMENT COMMITTEE, BOROUGH AND COUNTY RECORDS, JANUARY 2018

PRIORITIZING DEMOLITIONS

A strategic approach to using demolition funds to eliminate blighted properties is important because of the scarcity of these funds for demolition purposes. Beginning in 2017, the Borough budget included an annual allocation of \$50,000 for demolition of blighted properties. Demolition is the backbone of the Borough's blight strategy and adequate financial resources should be made available annually to allow for consistent elimination of the properties most detrimental to the Borough's image and property values. An allocation of \$50,000 per year will allow for the demolition of seven to ten properties. The following is a recommended procedure for making decisions about priority demolitions in future years.

1. Blighted properties from the comprehensive blighted properties spreadsheet will be identified annually by the Borough for demolition funding each year.
2. The annual process will begin with a recommendation from the Borough Development Committee.
3. The Borough Development Committee's recommendation will be a point-based evaluation process. Each of the factors listed below will be assigned a point value for each property on the list. Point values assigned will be on a scale from 1 to 5, with 1 being the least relevant and 5 being the most relevant.
 - Located along California Avenue or Route 65.
 - Visible from California Avenue or Route 65.
 - Imminent threat to health, safety and welfare.
 - Existence of additional blighted properties within close proximity.
 - Redevelopment potential.
4. Members of the Borough Development Committee will use the matrix below to evaluate each property for consideration of properties to be demolished. Individual scores will be aggregated and a recommendation will be made to the Borough Council based on the aggregated scores that are calculated by using the matrix system for scoring.



Table 15 provides the recommended Matrix for ranking the blighted properties identified by the Committee.

TABLE 15 – BLIGHTED PROPERTIES RANKING MATRIX

ANNUAL BLIGHTED PROPERTIES RANKING - YEAR									
CONCURRENT WITH THE BOROUGH'S ANNUAL BUDGETING PROCESS, EACH PROPERTY FROM THE BLIGHTED PROPERTY DATABASE IS EVALUATED, BASED ON INFORMATION AVAILABLE TO THE BOROUGH, AND RANKED IN ORDER OF IMPORTANCE FOR DEMOLITION. THE TOP PRIORITY PROPERTIES WILL BE DEMOLISHED THE FOLLOWING YEAR USING THE BOROUGH'S GENERAL FUND MONIES BUDGET FOR BLIGHTED PROPERTY DEMOLITIONS.									
1 = least relevant / 5 = most relevant									
Rank	Property Address	Current Assessed Value	Property Condition	Impact on Street/Block	Number of Nearby Blighted Properties	Located on Route 65	Visible from California Ave	Imminent Threat to Health, Safety, Welfare	Redevelopment Potential
1		\$							
2		\$							
3		\$							
4		\$							
5		\$							

Fighting blight is a proven method to increase tax revenues to government, increase the wealth that residents’ possess in their homes, reduce crime, and improve the health of residents.⁴ Code enforcement based on a data driven, progressive discipline enforcement is the key to preventing new blight and addressing existing blight in the Borough. Code enforcement officials have vast responsibility for nearly every aspect of a municipal approach to tracking, responding, and addressing vacant and blighted properties. Data driven code enforcement is pro-active rather than complaint driven. Good data collection and analysis would allow the Borough to coordinate data and information so that the Borough can measure the success of the strategies that are implemented.

⁴ From Blight to Bright, PA Housing Alliance, July 2014, Page 7

KEY ISSUES FOR CONSIDERATION

FACTORS IN AVALON THAT SUPPORT ECONOMIC DEVELOPMENT

- Avalon's location is a major driver for economic development because of its links to major transportation systems, employment centers, river, rail, and air transportation and access to the Pittsburgh Metro area.
- The high quality of basic public services and the capacity provided by the Borough staff provide the necessary framework for the oversight and support of good development processes.
- Crime is relatively low in the Borough compared to other communities of similar size and demographics and the police department is viewed positively.
- The current market has the potential to capture both retail and dining activity – specifically there are major dollars being spent by consumers that are not being captured in Avalon. Some of these categories are: automobile dealers, auto parts stores, electronics and appliances, groceries, and large-scale retail.
- Limited and full-service restaurants are huge opportunities for the Borough because it is already perceived as a destination for dining establishments.
- Industry segments that are strong, projected to increase in the future, and should be maximized are retail, health and social assistance services, and a variety of other professional and personal services.
- Community tapestry segmentation indicates that there is a high demand for home improvements (i.e. Lowe's, Home Depot), healthcare (i.e. MedExpress, Walgreens), electronics and smartphones (Radio Shack, Verizon, and AT&T Stores) and discount retailers (i.e. Dollar General, Walmart) and that these could be future markets to be captured.
- The California Avenue Corridor presents opportunities for attracting residents, consumers, and visitors to the Borough because of its walkability and "small town" feel and ambience.
- Housing vacancy is slightly higher than the regional vacancy rate. Persons who are interested in affordable housing could be potential new residents because housing stock is available. The values of residential housing have been steadily increasing in Avalon. A purchaser can buy a home in Avalon for the average cost of \$115,000.
- Both baby boomers and "millennials" are looking for housing that matches their lifestyles which includes: walkability, proximity to City amenities, and transportation to employment, entertainment, medical facilities, education facilities, and sporting events – all of which are characteristics of the Avalon community.

- The overall housing market is robust in the Pittsburgh Metro area and Avalon could take advantage of the healthy market because of its location and its short 20-minute commute to Pittsburgh, Moon, Ross, and Cranberry – the most important employment centers for the region.

FACTORS THAT ARE BARRIERS TO ECONOMIC DEVELOPMENT

- The lack of population growth and household growth create a challenge for a robust development environment. However, increases in population, households, and employment growth are projected for future years.
- The quality and mediocre performance of the Northgate School District is not attractive to families with school age children. The Borough may need to focus on attracting younger (20-30 years of age) and older populations (50 years of age and over) who are not affected by the School District to reside in the Borough.
- The intra-municipal road system within the Borough is excellent – but there is no long-term pavement management program for addressing improvements in the commercial district and in the neighborhoods.
- Land use regulations do not support or encourage modern and sustainable development. The zoning ordinance should better promote and support the uses that are desired by the Borough within the various sections of the central business district. A local SALDO has not been adopted and the County SALDO is not enforced. No personnel at the Borough have been assigned the responsibility for stewardship of the zoning and SALDO process.
- The code enforcement operation is not robust and pro-active. With the exception of the fire rental inspections, there are no personnel currently assigned to proactive code enforcement and no resources are allocated for the purpose of enforcing the International Property Maintenance Code. As a result, housing stock is at risk for deterioration and decline.
- There are blighted and vacant properties in both the commercial and residential districts that must be addressed through a strategic and focused blight and vacant property plan.
- The relatively low consumer spending numbers in the primary markets may be a disincentive for private developers to invest in new commercial development.
- Realtors noted the competitiveness of nearby markets especially in Ben Avon, Ben Avon Heights, Emsworth and other nearby communities. The Borough is lacking some of the recreational and lifestyle amenities that potential property owners seek when making a decision about purchasing business and residential properties.

RECOMMENDATIONS

The Borough is encouraged to take swift action to begin the process of building the framework for positive and sustainable redevelopment supported by reasonable and practical land use regulations that encourage and support redevelopment efforts. Toward that end, the following land use and economic development recommendations are made.

GENERAL RECOMMENDATIONS

RECOMMENDATION No. ED1 – CONTINUE TO USE THE BOROUGH DEVELOPMENT COMMITTEE AND A STRATEGIC PROCESS TO PROMOTE THE BOROUGH’S PUBLIC POSTURE TOWARD FUTURE DEVELOPMENT.

Continue to use the Borough Development Committee as a vehicle for ongoing discussions with the Council and the public about future development opportunities. This is a good place for discussing enhancements to the business corridors, neighborhood improvement strategies, and the installation of public amenities that support development.

The Committee should continue to discuss, implement, and monitor:

- The blight elimination and demolition strategy outlined in this study
- A focused and specific strategy for each developable site
- A redevelopment plan for the California Avenue business district based on the corridor map
- A redevelopment strategy for Ohio River Boulevard based on the corridor map
- An infrastructure development plan for maintaining roads throughout the Borough
- Specific recommendations for future land use that support the desired development and can be used to develop the subdivision and land development ordinance.

Funding assistance could be available through the EIP implementation phase process or in combination with the Municipal Assistance Program (MAP). www.newpa.com

RECOMMENDATION No. ED2 – UPDATE LAND USE REGULATIONS TO INCLUDE A LOCAL SUBDIVISION AND LAND DEVELOPMENT ORDINANCE (SALDO).

The land use regulations should support the goals outlined in this strategic plan and provide reasonable and practical guidelines that will encourage and support development that is desired by the Borough residents. The Borough should adopt the concept of “livable” communities that address the lifestyle features that are desired by residents of all ages. These include: walkable neighborhoods, public transportation options, affordable housing, safe streets, easy access to shopping, dining, and entertainment, green spaces, and indoor and outdoor places for all ages to gather and stay connected. The SALDO should implement the “livable” communities concepts and include provisions for landscaping, street trees, stormwater management, residential rain gardens, and

bio-swales. The SALDO can be the Borough's most important tool for requiring desired elements in the development and redevelopment of residential and commercial areas.

RECOMMENDATION No. ED3 – ADOPT THE LATEST INTERNATIONAL PROPERTY MAINTENANCE CODE (IPMC) FOR PURPOSES OF UNIFORMITY AND CONSISTENCY.

The Borough adopted the 2012 International Property Maintenance Code but there have been several updates since that time. There are substantial updates made to this code about every three years. Updates are typically made to reflect improvements to the code, new materials, new methods, and recent court decisions. The Borough should use the IPMC to conduct fire inspections and should be proactive and aggressively enforce the IPMC for all structures in the Borough. The IPMC should be the basis for all existing property code enforcement in the Borough.

RECOMMENDATION No. ED4 - CLARIFY THE PERSONNEL ROLES AND RESPONSIBILITIES RELATED TO COMMUNITY DEVELOPMENT, LAND USE, CODE ENFORCEMENT, AND UCC ENFORCEMENT.

Currently it is unclear who in the Borough operation is responsible for the various functions related to land and property regulations. The following roles should be formalized with specific responsibilities assigned:

1. Enforcement of the UCC for new construction in the Borough should be assigned to BIU.
2. Routine fire inspections of rental property should be assigned to BIU
3. Code enforcement complaints related to the IPMC (grass, high weeds, rubbish accumulation, unsafe structures, junk cars, etc.) should be assigned to the Public Works Director for investigation.
4. Proactive IPMC code enforcement should be assigned to the Public Works Director for investigation.
5. Enforcement notices for IPMC code enforcement and prosecution (if necessary) should be assigned to the Assistant Manager.
6. The Assistant Manager should be appointed as the Zoning Officer and training should be proscribed and certification should be obtained through the American Planning Association.
7. Zoning ordinance and land use regulations under the SALDO should be assigned to the Assistant Manager/Zoning Officer.
8. Enforcement notices, zoning reviews, and land development reviews should be completed by the Assistant Manager/Zoning Officer.
9. The Zoning Officer should attend all meetings and present information when necessary to the Joint Planning Commission.

RECOMMENDATIONS ED5 - SUPPORT AN INFORMED AND COHESIVE COMMUNITY THROUGH THE CREATION OF "REAL PLACES."

In today's world, there are more ways than ever to obtain information and thousands of bits of information are available. Yet people are more likely than ever to be un-informed about their local government operations and services. This is due to competing demands for attention from many different sources and an infinite number of distractions. It is important, therefore, to create social opportunities for residents where there is a central meeting place with a theme related to the local culture.

- Consider identifying locations in the business district corridors for the installation of public plazas with lighting, seating, water features, landscaping, and local art. Feature entertainment, festivals, and local activities on a regular basis. By creating gathering places for residents, people are more likely to come together for social interaction and leave with a better understanding of their neighbors and the community as a social construct. "Real" places include a social experience.
- Consider scheduling Borough "news updates" at a local coffee shop or diner or at least creating the "coffeehouse" experience. Most people are more interested in buying a coffee and sitting around with friends for conversation than coming to a public meeting or event.
- Use a service like "Swiftreach," NIXEL, or "Reverse 911" to communicate with residents about possible emergencies or interruption of services that may affect specific areas of the Borough. These services can also be used to make announcements about upcoming events or other specific information that may be useful to residents.
- Consider the use of an electronic newsletter that can be sent out via an email blast to residents. Continue to make improvements to the Borough's website that invite interaction and allow for conducting business on-line. Whether it's paying taxes, applying for a permit, reading the latest news, or registering a request for service, residents want to do it on their own time at their convenience.



RECOMMENDATION NO. ED6 – UPDATE THE BOROUGH WEBSITE TO INCLUDE MATERIAL REGARDING DEVELOPMENT, ZONING, AND BUILDING INSPECTION.

The website should include all development ordinances, planning studies, marketing information (including this *Market Analysis*), and permitting information (including this *Economic Development Study*). The following should be included and updated on the Borough's website for residents, businesses, and developers: development ordinances; up to date Zoning Map; code ordinances, the IPMC and adopting ordinance; signage ordinances; name and contact for permitting and development activity; building inspection; land development process; link to PennDOT contact information; updated Fee Resolution; utility contact names and information; businesses to frequent within the Borough, and available commercial and industrial property. Potential residents, developers and private investors expect to find most of the information that they need on the website.

The Borough should develop a checklist of items for developers of what is required for zoning permits, special exceptions, subdivision and land development applications and associated fees. Residents, business owners, and potential developers view

this favorably and appreciate the ease in understanding expectations. Much of the routine information and permit applications should be available on the Borough's website so that seekers can save time and resources by downloading and completing applications in advance of an inspection or permit request.

COMMERCIAL DEVELOPMENT RECOMMENDATIONS

As part of the development of this Plan, several meetings were held with the Borough Development Committee focused on the commercial corridors: 1) California Avenue neighborhood business district and 2) the Ohio River Boulevard (Rt. 65) highway commercial corridor. Some of the observations and comments coming out of the discussions with the Committee include:

- California Avenue, as the local neighborhood business district, provides an opportunity for identity branding, a central gathering place for community activity, and a hosting area for small niche retail and dining.
- There are not enough destination businesses, niche retail, and restaurants to encourage activity along California Avenue
- Several vacant and blighted properties along California Avenue should be addressed so that there is a more inviting ambience
- Redevelopment along California Avenue should include support for diverse and high density residential uses that will increase commercial activity, dining, and personal services that are within walking distance.
- Ohio River Boulevard is seen as a highway commercial corridor with large lots that can support a variety of businesses but unsightly and underutilized lots discourage desirable development.



- The image of Avalon is negatively impacted by the appearance of blighted and dilapidated buildings that negatively impact potential visitors to the Ohio River Boulevard corridor.
- There is no signage at the gateway entrances to the Borough on either corridor that would guide potential customers and visitors to the Avalon shopping districts.

To advance the goals of the redevelopment effort, the following actions are recommended for the commercial corridors of the Borough.

RECOMMENDATION No. BD1 – OFFICIALLY ADOPT THE CORRIDOR REDEVELOPMENT PLANS FOR CALIFORNIA AVENUE AND OHIO RIVER BOULEVARD.

The Corridor Redevelopment Plans shown in **Maps 2, 3, and 4** are based on the Borough Development Committee meetings and additional discussions with Borough officials and development experts working in the corridor. Several conceptual perspectives were also developed based on the

redevelopment plan. Implementation and support for the redevelopment plan will require additional action by Borough officials. These actions are outlined in the recommendations in this section. The outcomes and goals include:

- Redevelopment, support, and investment in the neighborhood commercial district along California Avenue.
- Establishing California Avenue as a mixed use, high density transition and buffer to residential neighborhoods
- Branding an identity and theme for the neighborhood business district
- Streetscape improvements and gateway signage along Ohio River Boulevard and California Avenue
- Focus on redevelopment sites that are blighted and underutilized on Ohio River Boulevard

RECOMMENDATION No. BD2 – CREATE ADDITIONAL CONVENIENT, ATTRACTIVE, WELL-SIGNED AND WELL-LIT PARKING AREAS FOR THE CALIFORNIA AVENUE BUSINESS DISTRICT.

One of the primary transportation issues in the business district is the location and availability of parking for customers and visitors. Although parking studies at various times of the day have confirmed that there is sufficient parking during peak and off-peak hours, it also revealed that the parallel parking is difficult and not conveniently located. The Borough Development Committee suggested identifying potential lots along California Avenue for the installation of parking that is easily accessible and conveniently located. The location of convenient, well lighted, and well signed parking is a topic that should be addressed by the Borough when the opportunity is presented. Conceptual drawings have been provided for typical parking areas on California Avenue.



RECOMMENDATION No. BD3 – COMMISSION AN ARCHITECTURAL FIRM TO BRAND AND DESIGN GATEWAY ENTRANCE MONUMENTS AND “WAYFINDING” SIGNAGE FOR THE CALIFORNIA AVENUE AND OHIO RIVER BOULEVARD BUSINESS CORRIDORS.

The boundaries of Avalon are not easily discernable on the major roads entering and leaving the Borough – a traveler could easily cross the border into the Borough and never realize that they are within the Borough limits. “Gateways” to a community are important because they create an identity for the community and provide an opportunity to make a positive first impression. Residents often take pride in their community when they identify with a theme, branding, or a specific identity. The Borough should:

- Develop attractive signage, “wayfinding”, and landscaping at Elizabeth Avenue and Ohio Avenue entrances to Avalon from Ohio River Boulevard and at California Avenue. Hire an

- architect to design a coherent and consistent theme that residents can embrace and leaders can point to for inspiration and pride.
- Include signage, landscaping, wayfinding and other elements in the streetscape design that can be partially funded by county and state funds.
 - Install public art and decorative lighting at highly visible intersections or in Borough rights-of-ways that clearly define the Borough's image and theme.
 - Install public murals and public art where appropriate.

RECOMMENDATION No. BD4 – WORK WITH ADJACENT COMMUNITIES ALONG OHIO RIVER BOULEVARD TO DEVELOP AND ADOPT A STREETScape OVERLAY DISTRICT.

The Borough should convene a stakeholder group to guide and support a highway corridor revitalization effort including the development of a full-blown streetscape overlay district for the Corridor. This can be done most efficiently through the Quaker Valley Council of Governments (QVCOG). The stakeholder group should include representatives from the communities involved and should oversee the development, implementation, and review of the plan. The stakeholder group can also identify and pursue funding for the streetscape construction and help to develop a capital improvement plan for long-term projects. The CIP program should identify funds for street improvements, building stabilization, property acquisition, and demolitions along the corridor. The stakeholder group should meet regularly with the state, county, and foundation representatives to review the status and opportunities for funding programs and projects.

RECOMMENDATION No. BD5 – IDENTIFY, ADVANCE, AND PROMOTE BUSINESS DISTRICT DEVELOPMENT OPPORTUNITIES.

The Borough has several commercial properties within its borders that may be attractive to area businesses looking to relocate, expand, or start a new business. The Borough should make commercial property identification and development potential a priority. Once development sites have been evaluated, consensus is reached, land use regulations have been updated, and a Plan adopted, the Borough should prioritize its sites to begin to identify funding and implement the redevelopment plan. State funding may be available to support identified projects including:

Business in Our Sites (BOS) - This program empowers communities to attract growing and expanding businesses by helping them build an inventory of ready sites. It provides funds for site development activities that are required in order for a site to be attractive to a developer. There is no repayment of these funds until a development is completed. <http://community.newpa.com/programs/business-in-our-sites-grants-and-loans-bos/>

Industrial Sites Reuse (ISR) – This program provides grants and low-interest loans for environmental assessments and remediation of “brownfield” sites. The program is designed to foster the cleanup of environmental contamination at industrial sites, thereby bringing blighted land into productive reuse.

Transportation Alternative Programs (TAP) - SPC sponsors the TAP round annually for the PA Department of Transportation. Examples of eligible TAP projects include bicycle or pedestrian facilities, conversion of abandoned railway corridors to trails,

overlooks and viewing areas, historic preservation and rehab of historic transportation facilities, vegetation management, and wildlife mortality mitigation projects, among other types. Local governments, regional transportation authorities, transit agencies, natural resource or public land agencies, school districts, local education agencies, or schools, and tribal governments are eligible to apply for the competitive TAP funds. http://spcregion.org/trans_tap.shtml

Multi-Modal Transportation Funding - The Multimodal Transportation Fund provides grants to encourage economic development and ensure that a safe and reliable system of transportation is available to the residents of the Commonwealth. Funds may be used for the development, rehabilitation and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development. <http://community.newpa.com/programs/multimodal-transportation-fund/>

Growing Greener II Grant Program - This program provides redevelopment grants to municipalities and nonprofits to help a community's redevelopment effort, focusing on the improvement of downtown sites and buildings. The eligible projects may include approaches that assist in business development and/or public improvements in core communities.

Keystone Communities Program (KCP) - This program assists Pennsylvania's communities in achieving revitalization of older commercial areas and those neighborhoods immediately adjacent to the commercial districts. The program designates and funds communities that are implementing Main Street, Elm Street, or Enterprise Zone efforts or other community development efforts by supporting physical improvements to communities that are undertaking revitalization activities.

RECOMMENDATION No. BD6 – EXPLORE AND CONSIDER OTHER FUNDING MECHANISMS TO PROMOTE AND SUPPORT DEVELOPMENT.

There are funding mechanisms other than grant funding that could be used for infrastructure development and financing support for desired development.

Tax Increment Financing Guarantee Program – This program is designed to promote and stimulate the general economic welfare of various regions and communities in the Commonwealth of Pennsylvania and assist in the development, redevelopment and revitalization of brownfield and greenfield sites through the use of Tax Increment Financing (TIF) in accordance with the Tax Increment Financing Act. The program is part of an effort by the Commonwealth Financing Authority (CFA) and the DCED to provide credit enhancement for TIF projects to improve market access and lower capital costs through the use of guarantees to issuers of bonds or other indebtedness ("TIF Debt Obligations").

Transportation Impact Fees – This is a locally operated program that is authorized under the Municipalities Planning Code that allows municipalities to collect fees from developers that can be used to address transportation improvements that will address the impacts on local and state roads caused by the new development.

Local Economic Revitalization Tax Assistance (LERTA) Act - This is a mechanism to implement strategic financial opportunities for communities in order to spark revitalization. Many Pennsylvania municipalities have developed a LERTA program to initiate

reinvestment in the community. Municipalities that have LERTA in place provide a temporary abatement of the local, school, and county property taxes as an incentive for development.

NEIGHBORHOOD AND BLIGHT STRATEGY RECOMMENDATIONS

During the discussions with the Borough Development Committee, staff, and officials, the issue of blight and vacant properties was a recurring theme. All officials and staff expressed a desire for clean, safe neighborhoods with pedestrian connections to parks, institutions, services, and employment. It was noted that public services provided by the Borough to address crime and property challenges are generally well regarded but that additional strategies should be developed for maintaining strong and sustainable neighborhoods for the future.

RECOMMENDATION No. N1 – MAINTAIN AND CONTINUALLY UPDATE THE CONDITION MAP AND INVENTORY OF BLIGHTED, CONDEMNED, AND “TO BE DEMOLISHED” PROPERTIES THAT HAVE BEEN CREATED AS PART OF THIS STUDY BASED ON THE ADVICE OF THE BOROUGH DEVELOPMENT COMMITTEE.

As part of this study, the EIP team developed tables and maps for easy access of information about assessed values, the condition of property, and the properties that are targeted for condemnation and demolition. The Borough Development Committee should regularly review this inventory for accuracy and updates, utilizing the matrix scoring system to rank properties that should be addressed. Other information should be added as it is available: municipal liens; tax delinquent properties; and sheriff sales. The



map is a terrific planning tool for addressing blighted, vacant, and condemned properties in the Borough in a focused and measured way. This information should be reviewed and properties prioritized during every budget season.

RECOMMENDATION No. N2 – AGGRESSIVELY TRACK AND MAINTAIN LIENS AND PROPERTIES THAT ARE MAINTAINED BY THE BOROUGH.

An inventory of vacant properties that have been maintained by the Borough during fiscal year 2017 is included in **Appendix F**. This list should be continually updated and maintained. It is important that the Borough record the costs associated with the maintenance of these properties and that the costs be liened against the properties on an annual basis. By continually attaching these liens, the Borough will be able to recoup the costs when the property is sold.

RECOMMENDATION N3 – CONTINUE TO USE THE BOROUGH DEVELOPMENT COMMITTEE TO REINFORCE THE FOCUS AND STRATEGY FOR ADDRESSING BLIGHT IN THE COMMERCIAL AND RESIDENTIAL AREAS.

The Committee should continue to be staffed by Borough personnel and should use the publication “From Blight to Bright”⁵ as a guiding source for action in the community. The strategies identified in this publication for Preventing and Eliminating Blight include:

- Adopting the Legal Framework to Hold Properties to Clear Standards
- Registration of Rental, Vacant, and Foreclosed Properties
- Requiring Buyers to Bring Properties up to Code
- Offering Grants and Loans to Homeowners
- Prioritizing Severely Blighted Properties – Health and Safety Issues

The strategies identified in this publication for Addressing Long-Term Vacant and Abandoned properties include:

- Demolition of Unsafe Properties
- Establishing a Blight Fund
- Opening Estates of Deceased Property Owners
- Appointing Conservators
- Condemning Properties Using a Blight Review Committee
- Creating or Using a Land Bank

RECOMMENDATION N4 – INSTALL THE PROPER TECHNOLOGY – BOTH HARDWARE AND SOFTWARE – TO SUPPORT A COMPREHENSIVE LAND MANAGEMENT AND CODE ENFORCEMENT PROGRAM.

As stated earlier in this study, code enforcement should be data driven – not complaint driven. High quality data collection allows code enforcement officials and contracted services to target their limited resources toward the most effective use. The goal is to create a property history for every parcel in the Borough that provides a view of everything that is happening or has ever happened on any property in the past.

There are two important technology applications that the Borough should investigate and secure: 1) software user interface and 2) GIS mapping and asset management. These are two distinct and separate types of technology that can and should be interfaced.

⁵ From Blight to Bright: A Comprehensive Toolkit for Pennsylvania, July 2014, The Housing Alliance of Pennsylvania

Software Interface – The software interface is a user-friendly, end user application that allows the users to record and manage each complaint, inspection, violation, registration, communication and action taken. It should be parcel based and should be able to track rental inspections, permits, licenses, zoning permits, and land development applications. The program should be searchable and should be able to generate a variety of on-demand reports that can be generated by staff in the Borough Office or in the field via a mobile device. There are several programs at various price points currently used by municipalities for this purpose that are very good. These programs can be integrated with the Borough’s GIS system or can use publicly available data through Environmental Systems Research Institute (ESRI) or Google. Many of the software interface applications include a public interface that allows residents to make applications on-line and monitor the progress of their application. Most have applications for iPads that allow for accessing and inputting information from the field. In some instances, warnings or violation notices can be printed in the field and left for the homeowner.

Some of the programs currently in use by other municipalities are:

Edmunds and Associates Municipal Management includes permitting, violations, work orders, inventory control and fleet maintenance. These modules allow you to track municipal assets from the smallest inventory item to vehicles, equipment and infrastructure. It is easy to schedule a work order to perform specific tasks on these assets and take advantage of full tracking and reporting capability.

City Share Land Management Suite through Freedom Systems is a complete and fully integrated land use, property control, and planning solution for local governments. The suite enables the management of code enforcement, permit applications, permits, and violation documents. This product can be fully integrated with GIS mapping systems or use the free Google Map/Earth interface.

MuniLogic's Management Modules include permits, licenses, codes, subdivision, taxes, zoning, sanitary sewer, storm sewers and roadways. Each Management Module manages a unique area of your business. These modules are purchased separately which makes MuniLogic affordable, while also being expansive. The software uses ESRI and Google Earth but can be integrated with the Borough’s GIS mapping.

TRAISSR software interface can attach existing or new documentation, permits, plans, work order, photos or videos to assets. A wide range of modules are available including Asset Central, Operations Central, Work Central, Inspection and Permit Central, Land Central, Fleet Central, and Citizen Central. Modules may be purchased as needed.

Tyler Munis provides the tools to track development projects; issue permits and licenses; track inspections and code enforcement; access, define and archive maps and data on land parcels; and more. Community development, clerk, utility, and tax billing and collections employees have access to detailed information in a seamless, real-time and intuitive manner. And state and local governments increase transparency and improve customer service.

The BS&A Building Department and BS&A Field Inspection applications are collectively known as Community Development. They are virtually identical, but Field Inspection was specifically engineered for inspectors to take their database out into the field with them. Data entered into either application is easily synchronized so both office staff and inspectors are fully up-to-date on permits, code enforcements, certificates, inspections, and all manner of community-development related data.

There are probably other solutions that are being used by municipalities that could be added during the investigation process.

GIS Mapping – Geographic Information System (GIS) mapping is a separate but related technology that is typically hosted by the Borough Engineer in small communities. In Avalon, the GIS system is hosted by the Borough’s current engineering firm, Lennon Smith Souleret Engineering (LSSE). GIS provides parcel-based and geographically referenced mapping that includes mapped assets such as: road rights-of-way, property lines, property ownership, structures, utilities (including sanitary and storm sewers) and a variety of other possible layers. GIS mapping can track capital assets of a municipality through development of layers of information for many municipal purposes such as: street trees; traffic signs and signals; water lines; handicap parking permits; street lights; and parking meters. The possibilities are limitless.

The Quaker Valley COG has proposed COG-wide GIS on-line access on a license basis for COG members. COG members would have log-in access so that they can view and use their own GIS maps. The COG would allocate ESRI credits to members that will allow specific downloads of map layers. The COG would provide opportunities for training and technical support for members who participate. The COG also proposes to develop custom applications that will allow the COG members to interface with the GIS database for particular functions as requested through a consensus of the COG members.

Integration

Ideally, the software user interface and the GIS mapping would be integrated to the extent that all information from the software database could be mapped through the GIS mapping function and, conversely, all mapped data in the GIS system could be visible through the software. However, both systems can operate independently until funding is available for creating the connection between the two systems. Many of the software interface applications that have been identified can easily integrate the software interface with the GIS mapping or can use ESRI or Google Earth for ease of mapping the data that is contained in the software database.

Since the Borough’s GIS is currently held and managed by the Borough Engineer, it is not necessary to maintain the GIS in-house. However, increased functionality can be obtained by moving the Borough’s GIS mapping to the cloud. ESRI provides this service and the Borough Engineer can assist with migration of the database to the cloud. Maintaining the Borough’s GIS in a cloud-based system will make the data more accessible and updatable in real-time and through mobile applications. If the Borough ultimately decides to pursue a software solution that integrates the permitting and code enforcement processes with the GIS, it is important to make sure the proposed software allows for cloud-based GIS integration.

Conclusion

The Borough management personnel should carefully review the options and pricing for the land management and GIS asset management technology and determine which solution would best address the Borough’s needs. On-site and web-based demonstrations are available by the vendors and pricing should be clear and straightforward. Both initial start-up costs and ongoing support and maintenance costs should be evaluated. It is also important that current staff are comfortable with the amount of time, resources, and expertise that will be necessary to maintain the systems. This is a long-term investment that requires careful consideration and knowledgeable and informed decision making.

Ultimately, the Borough would be best served by installing and maintaining a fully integrated system that will support a variety of functions and needs. The Borough has a robust permitting process and the recommendations that support economic development include adding a number of zoning and code enforcement activities. The Borough also has substantial GIS related needs such as MS4 permitting, street, sidewalk, and pavement management, street lights, traffic signal and sign maintenance, street trees, and sanitary sewer infrastructure. This type and level of activity requires a good permitting software interface and a robust and dynamic GIS system.

RECOMMENDATION N5 – BECOME A MEMBER OF THE TRI-COG LAND BANK

The Tri-COG land bank is a governmental entity that works solely to return vacant, abandoned, tax-delinquent and foreclosed properties to productive use. Currently the Tri-COG land bank is the only functioning land bank in Allegheny County. The land bank has the authority to design, develop, construct, demolish, reconstruct, rehabilitate, renovate, relocate, and otherwise improve real property. A land bank is able to extinguish property tax liens and claims subject to school district permission. In order to become a member of the Tri-COG land bank the municipality and school district must jointly become members and pledge a portion of their delinquent tax revenue to support the operation of the land bank. New members are admitted to the land bank no later than the 3rd quarter of each calendar year for the next year.

The land bank is a good vehicle for problem properties that have been vacant or abandoned for a long period of time. The land bank is required to maintain the property according to code. It can make it faster, easier, and less expensive for potential developers to obtain blighted and vacant property and return it to productive use. The land bank can clear the title and has first right at tax sales. The land bank holds and sells properties with the best interest of the Borough in mind for long-term productive use.

Ordinances and intergovernmental agreements requesting membership are available through the Tri-COG land bank.

APPENDIX A – RETAIL MARKET POTENTIAL - AVALON

APPENDIX B – RETAIL MARKET POTENTIAL – 5 MINUTE DRIVE TIME

See following pages.

APPENDIX C – TAPESTRY RETIREMENT COMMUNITIES

See following pages

APPENDIX D – TAPESTRY SET TO IMPRESS

See following pages.

APPENDIX E – SAMPLE SALDO PROVISIONS FOR APPLICATION PROCEDURES**A. PROCEDURE**

1. The application requirements and procedures shall be followed as set forth herein for all land development and subdivision applications submitted to the Borough for consideration of approval.
2. Preliminary Application. An application for preliminary approval shall be submitted to the Borough twenty-eight (28) days prior to a regular meeting of the Planning Commission and shall include twelve (12) copies of the final application.
3. Final Application. Upon approval of the preliminary application, the applicant shall submit an application for approval of a final plan unless otherwise indicated. The application shall be submitted to the Borough twenty-eight (28) days prior to a regular meeting of the Planning Commission and shall include twelve (12) copies of the final application.
4. After final approval by the Borough Council, no changes shall be made in a plan unless changes are first reviewed and approved by the Planning Commission, and resubmitted for approval by Borough Council. A change in scheduling or sequence in the development of a plan to be carried out over a time period and approved on this basis shall require review and approval as for any other change.
5. Revised Applications. Revised applications that are to be resubmitted to the Planning Commission or Borough Council for consideration are to be submitted at least ten (10) days prior to the Planning Commission or Council meeting at which the revised application is to be reviewed.
6. Application Fee. At the time of filing an application for preliminary or final approval, the applicant shall pay a fee set by resolution to defray the cost of processing of such applications.
7. Decision. The Borough Council shall render its decision on the final plan and communicate its decision to the applicant not later than ninety (90) days following the date of the regular Planning Commission meeting next following the date the application is filed, provided that should the next regular meeting occur more than thirty (30) days following the date of filing, the ninety (90) day period shall be measured from the thirtieth day following the day the application was originally filed.

8. An application is considered filed with the Borough only when the correct Borough application form and applicable fees are submitted in accordance with the submission timing requirements herein and includes such information as required by this ordinance.
9. The decision of the Borough Council shall be in writing and shall be mailed to the application at the address provided on the application form not later than fifteen (15) days following the decision.

B. RECOMMENDED PRE-APPLICATION CONFERENCE (OPTIONAL).

1. Before submission of any application for subdivision or land development, the applicant is encouraged to meet with the Borough staff and Planning Commission to determine the feasibility, suitability and timing of the application. The intent of the pre-application conference is for the applicant to obtain information and guidance from the Borough with regard to the proposed preliminary plan, prior to entering into any commitments or incurring substantial expenses with regard to the site and the plan preparation.
2. All pre-application conferences shall be scheduled with the Borough staff. The request for a pre-application conference with the Planning Commission shall be received and accepted by the Borough staff at least fifteen days prior to the date of the next regularly scheduled Planning Commission Workshop meeting.
3. The submission of a pre-application conference request and any plans, documents, or information related thereto that are presented at the conference shall not be deemed by the Borough to be the submission or filing of an application for subdivision or land development approval with the Borough, nor shall it be the start of any statutorily prescribed Borough review period. The pre-application conference shall not protect the application from subsequent amendments to any applicable Borough ordinance provision made prior to the date of the filing of a complete application. The pre-application conferences are intended to be advisory only and shall not bind the Borough to take any action on any application subsequently submitted.

C. PRELIMINARY APPLICATION

1. Application Content. The preliminary plan shall be drawn at a scale of one hundred (100) feet to the inch or greater and shall show or be accompanied by the following information:
 - a. Names and addresses of the owner or Owners of the property.
 - b. Name of the subdivision to be recorded.
 - c. North point, scale and date.
 - d. Name of Professional Engineer or the Professional Land Surveyor who surveyed the property and prepared the plan.

- e. Contours at vertical intervals of two (2) feet, or in the case of relatively level tracts, at such lesser interval as may be necessary for satisfactory study and planning of the tract.
- f. Datum to which contour elevations refer. Where reasonably practicable, data shall refer to known, established elevations.
- g. Show all existing watercourses, wetlands, banks, tree masses, and other significant natural features.
- h. Identify any floodplain, flood hazard area, floodprone area as established by the Federal Emergency Management Agency.
- i. Show location and size of all existing buildings, location, size and invert elevation of all sanitary and stormwater sewers, and location of all manholes, inlets, culverts and bridges; water mains, gas mains, fire hydrants, telephone conduit lines, electric power transmission line, petroleum or petroleum products lines, and other significant man-made features.
- j. All existing streets located on or adjacent to the tract, including name, right-of-way widths and cartway width and type of improvement materials used on the cartway.
- k. All existing property lines, easements and rights-of-way and the purpose for which the easements or rights-of-way have been established.
- l. Location and width of all proposed streets, alleys, rights-of-way and easements, proposed lot lines with approximate dimensions, proposed minimum set back on public buildings, public areas and parcels of land proposed to be dedicated or reserved for public use.
- m. The preliminary plan shall show the names of owners of all abutting unplotted land and the names of all abutting subdivisions.
- n. A plan of the proposed public water distribution system for review and approval by the appropriate authority or a plan showing the location of individual wells in accordance with the requirements of the Pennsylvania Sewage Facilities Act (Act 537), as amended.
- o. A plan of the proposed sanitary sewer collection system or treatment facilities when proposed will be required for review and approval of the appropriate authority.
- p. Where on lot sewage disposal systems are proposed, the applicant shall submit a completed Department of Environmental Protection Sewage Facilities Planning Module in accordance with the requirements of the Pennsylvania Sewage Facilities Act (Act 537), as amended.
- q. Preliminary plan shall identify the zoning district, in which the property is located and show the zoning boundaries, if any, that traverse or are within three hundred (300) feet of the area covered by the plan.
- r. Preliminary plan shall show such street extensions or spurs as are reasonably necessary to provide adequate street connections and facilities to adjoining or contiguous developed or undeveloped areas.
- s. Profiles showing existing ground and proposed street centerline grades.

- t. Typical cross section of roadways showing cartways, water, sanitary and stormwater sewers, gas, electric and telephone utilities, and sidewalks.
 - u. The applicant shall provide such additional information as may be required by the Planning Commission, Borough Council, Borough Engineer, Zoning Officer, or Sewage Enforcement Officer in order to more fully evaluate the proposed plan and its effect on adjacent property or the Borough as a whole.
 - v. A utility plan showing the location and size of the proposed gas, electric, telephone and cable television systems with written approval from the appropriate utility company.
 - w. A grading plan as per the requirements of this Code.
 - x. A plan, calculations and narrative for the collection, management and discharge of all stormwater. The applicant shall further provide all information and plans necessary to indicate that the existing off-lot watercourse and drainage system is adequate to accommodate the stormwater resulting from the proposed subdivision or a plan for improving the off-lot drainage system to meet the demand. Plans and reports shall be prepared in accordance with Borough policy, guidelines and the Pennsylvania Stormwater Management Act.
2. Supplementary Data Required. The preliminary plan shall be accompanied by the following supplementary data:
- a. A plan revision module for land development as required by the Pennsylvania Department of Environmental Protection.
 - b. Typical street cross-section drawings for all proposed streets.
 - c. A written report from the municipal water and sewer authority on the availability of public water and sewer service to proposed development.
 - d. A traffic impact study shall be required if the proposed subdivision or land development will result in the development of a use or combination of uses which generates fifty (50) a.m. or p.m. trips or more.

D. FINAL APPLICATION

In addition to the requirements for preliminary applications, applications for final approval must meet the following specifications:

1. Attestation by the applicant stating that the applicant is the owner of the tract of land proposed to be subdivided.
2. Certification by the owner of the tract of land that there are no restrictions or covenants in place which would affect any future development or which limits any existing development.
3. Shall be drawn with waterproof ink and all records, data entries, statements, etc., thereon shall also be made with the same type of ink or reproducible typing.
4. Shall be drawn to a scale of one hundred (100) feet to the inch or larger; more than one (1) sheet may be used for larger tracts and must be indexed.

5. Shall contain a title block in the lower right hand corner with the name under which the subdivision plan is to be recorded. In addition, blocks for the following information shall be provided:
 - a. Name of the recorded owner and subdivider.
 - b. Municipality in which the subdivision is located.
 - c. Name, address and seal of the Registered Professional Land Surveyor preparing the plan.
 - d. Certificate of ownership, including name of owner of record, deed book volume, date of instrument and date of recording.
6. Beyond the boundary lines of the proposed subdivision all final plans submitted shall be drawn according to the following:
 - a. Streets and other ways of medium solid lines.
 - b. Property lines of adjacent subdivision by medium dashed and two dotted lines.
 - c. Lot line by light dotted lines.
 - d. Restriction lines, easements, etc., by light dashed lines.
7. Within the subdivision boundary lines all final plans shall be drawn according to the following:
 - a. Streets or ways of heavy solid lines.
 - b. Perimeter property lines of subdivision by heavy dashed and two dotted lines.
 - c. Lot lines of medium solid lines.
 - d. Restriction of building lines by medium dashed lines.
 - e. Easements of other reserved areas by light dotted lines.

E. LAND DEVELOPMENT PLANS

In addition to any other required information, all applications for preliminary or final land development shall include the following information as prepared by a registered professional engineer, surveyor or architect, unless otherwise specified:

1. Bearings and distances of all property lines and area of property in square feet as prepared by a registered land surveyor.
2. Location of adjacent street road curbs or edge of paving and existing and proposed curb cuts.
3. Public sanitary sewer, water supply, stormwater management, gas, electric, telephone, and other utility lines overhead or underground, existing and proposed, in street rights-of-way or in easements, inside the property or within fifty feet (50') of a boundary.

4. Existing contours, slopes in excess of twenty-five percent (25%) and proposed regrading at two foot (2') intervals or spot elevations fifty feet (50') apart in two (2) directions over the property where there are less than four percent (4%) slopes.
5. Location, height and use of all existing structures to remain and new structures, with structures to be removed shown by a dotted outline.
6. Distances between all proposed structures or additions and property lines.
7. Paving including access drives from adjacent streets and parking and loading areas on the property, showing treatment of edges, parking layout with dimensions of aisles and spaces, number of spaces, pedestrian walkways, proposed sloping of surfaces to storm drainage system, and devices to retard stormwater drainage.
8. Proposed landscaping by type of feature (tree, shrub, ground cover, etc.), as well as walls, fences, outdoor lighting, etc.
9. Proposed signs showing elevation view and noting height of the top of the sign above the ground below, and dimensions of sign faces and distances from property lines.
10. Areas subject to soil erosion, landslide prone soils, natural watercourses or drainageways, and wetlands.
11. Elevation of each wall of each proposed structure showing architectural treatment, or, optionally, a rendered perspective drawing of a structure showing two (2) walls at least one (1) facing the access street.
12. The name and address of the owner, developer, engineer and architect (if involved) with the Pennsylvania seals of the professional preparing the surveys and drawings, together with verification from the owner, if not the developer, that he concurs with the plan.
13. North arrow, graphic scale, title and date of submission.
14. A narrative describing the present and proposed use of the property.
15. Certification by the owner of the tract of land proposed to be subdivided that there are no restrictions or covenants in place which would affect any future development or which limits any existing development.

F. FINAL PLANS FOR RECORDING

All final plans for recording shall show the following information:

1. Shall be drawn and submitted on reproducible mylar.
2. Primary control points, or permanent monuments or description and ties to such control points or monuments, to which all dimensions, angles, bearings, and similar data shall be referred.
3. Accurate description shown by bearings and dimension in feet and hundredths of a foot shall be shown on all tract boundary lines, property lines of lots, radii, arcs, cord bearings and distances. The error of closure for all descriptions subject to approval shall not exceed one (1) foot in ten thousand (10,000) feet.
4. Profile sheets of all proposed streets and improvements with the following information:
 - a. Existing and finished profile along centerline of proposed street
 - b. Finished grade at fifty (50) foot stations located along the centerline of the proposed street, all vertical curve elevations information, length, including beginning-ending elevations, high and low points located along said vertical curve.
 - c. Finished profile for all sanitary sewers, stormwater sewers, and water lines with stations, identification numbers, invert and top elevations, size and type of materials, and percent of slope of each utility proposed.
 - d. The sight distance for all vertical curves shall be identified on the street profiles.
5. Name and right-of-way width of each street or right-of-way.
6. Location, dimensions and purpose of all easements.
7. Number to identify each lot, site or parcel of land.
8. Building set back line on all lots and sites.
9. Location and description of survey monuments.
10. Names of recorded owner of adjoining plotted or unplotted land.
11. Certification of Professional Land Surveyor who prepared the plan certifying to the accuracy of the survey and plan.
12. Attestation by the applicant stating that the applicant is owner of the tract or land proposed to be subdivided.
13. Statement by the owner dedicating the streets, the right-of-way, easements and any sites proposed for public use.

14. A plan for the control of erosion and sedimentation for review by the Butler County Conservation District office, as required by the Pennsylvania Clean Streams Act or Chapter 102, Erosion Control of the rules and regulations of the Pennsylvania Department of Environmental Protection.
15. All plans which will require access to a highway under jurisdiction of the Pennsylvania Department of Transportation shall contain a notice that a Highway Occupancy Permit is required.
16. Such other certificates, bonds, affidavits, endorsements or dedication as may be required in the enforcement of this Chapter.
17. North point, scale and date.

APPENDIX F – BASE CONDEMNED PROPERTIES MAPS

See Following Pages